



Progress that Powers Everyone

Driving Sustainability through
Innovation, Inclusion & Impact

Sustainability Report 2026

Image showcases Ecozone - TKM's on-site sanctuary in Bidadi.

Progress that Powers Everyone

The Best in Town Philosophy in Action

At Toyota, the aspiration to be *Best in Town* serves as a simple yet enduring reminder: **meaningful success is built by earning the trust of the people and communities around us.** Rooted in Toyota's mission of *Producing Happiness for All*, this philosophy reflects our belief that lasting value is created when progress benefits not only business, but also society.

For Toyota Kirloskar Motor, this philosophy has guided our journey since the establishment of our operations in Bidadi in 1997. What began as a manufacturing facility evolved into a long-term commitment to create value beyond business—**contributing to the development of people, communities, and ecosystems** that have grown alongside us.

Over nearly three decades, this journey has reinforced a belief that continues to shape our approach to sustainability: **progress becomes truly meaningful when it is shared.**

Growing Together

Over the years, Bengaluru South district has witnessed remarkable growth in industrial activity, educational infrastructure, connectivity, and economic opportunity. This transformation has been enabled through the collective efforts of government, industry, local

communities, and development partners.

As one of the region's early large-scale manufacturing investments, TKM has had the privilege of growing alongside Bidadi and contributing to the development of the surrounding ecosystem.

As industrial activity expanded, supplier networks, ancillary industries, and supporting businesses also grew alongside it, contributing to a stronger manufacturing ecosystem and creating opportunities across the value chain.

Transformation Snapshot

THEN	NOW
Limited industrial activity	376 industries across Bengaluru South District
37 educational institutions	1,700+ educational institutions

Investing in People, Building Futures

Throughout our journey, one belief has remained constant: **lasting progress begins with people.**

A cornerstone of this commitment is



the Toyota Technical Training Institute (TTTI), established with the belief that developing people is fundamental to building a stronger industry and society. Through a holistic approach that combines technical excellence, discipline, values, and character development, TTTI has helped equip generations of young people for meaningful careers in the automotive industry.

Developing Rural Youth into World-Class Technicians

Beyond TTTI, our commitment to future-ready skills extends through **more than 105 partnerships** with Industrial Training Institutes (ITIs), Government Tool Room and Training Centers (GTTCs), and other educational institutions, helping strengthen industry-relevant learning and expand employment opportunities for young people.

1,40,000+

youth trained through skill development initiatives

Strengthening Communities Through Shared Value

As communities evolve, so do their aspirations. Over the years, TKM has supported community development through initiatives focused on education, healthcare, safe water access, sanitation, rural development, community infrastructure, and environmental conservation. From strengthening schools and Anganwadi centers to improving drinking water infrastructure and community assets, these efforts have been guided by a simple objective: **creating meaningful and lasting value for the communities around us.**

Nurturing Future Generations and the Environment

Our commitment to creating shared value extends beyond people to the environment that sustains them.

Through initiatives focused on water conservation, biodiversity enhancement, environmental education through Ecozone, and environmentally responsible

manufacturing, we continue to foster awareness, stewardship, and a deeper connection with nature among future generations—building a legacy that extends well beyond our operations.

6,00,000+

students engaged through environmental education programs

A Philosophy in Action

As we reflect on our journey in Bidadi so far, we do so with gratitude for the many stakeholders who have been part of it.

The story of Bidadi reinforces an enduring belief: businesses create their greatest impact when they **grow alongside the communities around them.**

For nearly three decades, TKM has sought to contribute to a journey of shared progress by creating opportunities, developing capabilities, strengthening



For Toyota Kirloskar Motor, this philosophy has guided our journey since the establishment of our operations in Bidadi in 1997.

ecosystems, and supporting community well-being. As we extend our manufacturing footprint into Maharashtra, we carry forward the same philosophy—not simply to build another manufacturing facility, but to build trusted relationships, create shared value, and grow together with the communities around us.

For us, this is what being **Best in Town** means.

And this is how we continue to create **Progress that Powers Everyone.**

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About the Report

At Toyota Kirloskar Motor Pvt. Ltd. (TKM), sustainability defines how we innovate at scale, engage with society, and create enduring value. Our Sustainability Report for FY 2025–26 reflects our commitment to driving sustainability through innovation, inclusion, and impact, as we advance toward Toyota Motor Corporation's (Toyota) global mission of *Producing Happiness for All*.

Prepared with reference to the latest GRI Standards, mapped to BRSR, and with reasonable assurance on limited scope by LRQA, the report outlines our performance across Environment, Social, and Governance initiatives, covering TKM operations in Bidadi Industrial Area and Lexus India initiatives. Join us, as we deliver Progress That Powers Everyone.

Leadership Messages

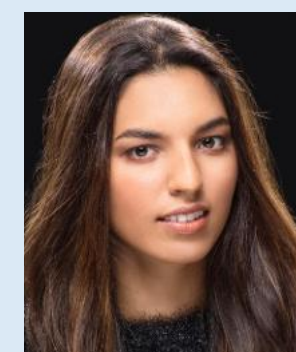


MASAKAZU YOSHIMURA
Chairman, MD & CEO

Guided by Toyota's philosophy of *Producing Happiness for All*, Toyota Kirloskar Motor brings Toyota's global vision to life in India through purposeful and locally relevant action. As we advance our ambition to transform into a mobility company and continue making *ever better cars*, we are pursuing a balanced, multi-pathway approach to sustainable mobility, spanning electrification, alternative fuels, and manufacturing excellence, aligned to India's evolving needs.

Our strategy reflects a strong integration of global direction and local execution. Investments in a new manufacturing facility in Maharashtra and the expansion of our Bidadi campus reaffirm our long-term commitment to contributing to Indian society while strengthening our role within global Toyota. Through these efforts, we aim to generate employment, support local economies, and expand access to quality mobility.

We are grateful to our customers, employees, dealer partners, suppliers, business partners, and communities for their continued trust and collaboration. Together, we will move forward with purpose, creating sustainable value for society and all stakeholders.



MANASI N TATA
Vice-Chairperson

At TKM, progress holds meaning only when it improves lives and creates opportunity for all. As our footprint grows, we strive to ensure that our impact on people and communities grows with equal intent. Through a sustained focus on skilling, inclusion, safety, and community wellbeing, we work to create shared outcomes that endure beyond business. Our CSR initiatives, reaching over **74+ Lakh beneficiaries**, are designed through close community collaboration across states and anchor improvements in education, health & hygiene, road safety, skill development, and environment. We have embraced more women in our manufacturing processes as we champion diversity and cultivate inclusion. Guided by our belief in '**Grow India, Grow with India**', we remain committed to contributing thoughtfully to social development - listening, learning, and progressing together. By fostering long-term partnerships and strengthening local ecosystems, we aim to create meaningful change that empowers communities to thrive independently. Through responsible action and continuous engagement, we seek to build a more resilient, inclusive, and sustainable future for generations to come.





TADASHI ASAZUMA
Deputy Managing
Director

India stands at an important juncture in its development journey. Rising aspirations, rapid urbanization, and the need for greater energy security are reshaping mobility across the country. At the same time, the transition towards carbon neutrality must remain practical, accessible, and responsive to India's diverse customer needs, geographies, infrastructure, and energy landscape.

At Toyota Kirloskar Motor, our vision of **Mobility For All** and our **Customer First** philosophy keeps these interconnected priorities at the heart of our approach. Recognizing that India's diverse realities call for more than a single technology pathway, **Toyota's Multi-Pathway Approach** enables us to advance self-charging hybrids, battery electric vehicles, plug-in hybrids, flex-fuel and fuel-cell technologies, aligned with different mobility needs and ecosystem readiness.

We are committed to develop sustainable mobility solutions, to support meaningful carbon reduction, across the value-chain and create a lasting progress for society. Guided by our aspiration to be the **Best In Town**, we strive to earn trust through the value we create and the positive impact we deliver.



G SHANKARA
Director, EVP and
Chief Strategy Officer

At Toyota Kirloskar Motor, sustainability is woven into the fabric of our organization, influencing strategy, governance, and everyday actions. It informs decision-making, supports responsible value creation, strengthens risk management, and builds long-term resilience. By integrating environmental, social, and economic priorities with global development imperatives, we create lasting value while advancing our aspiration to be **Best in Town** and uphold Toyota's global standards of excellence.

Over the past year, this has translated into steady progress, including achieving **100% renewable electricity** at the Bidadi plant with **zero Scope 2** emissions, expanding to **927 customer touchpoints** across 450 cities, and strengthening engagement with over **4 lakh customers** nationwide. Our community initiatives have reached over **7.4 million** people since inception, contributing meaningfully to Sustainable Development Goals.

This Sustainability Report brings these efforts together, reflecting '**Progress that Powers Everyone**' and how the organization continues to grow responsibly while contributing to society, the nation, and shared global goals.



Executive Summary

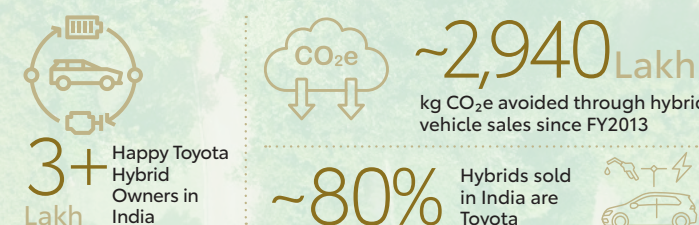
At Toyota Kirloskar Motor Pvt. Ltd. (TKM), sustainability is embedded in how we innovate, operate, engage with stakeholders, and create long-term value. Guided by Toyota's philosophy of **Respect for People** and **Respect for the Planet**, and its mission of **Producing Happiness for All**, we continue to evolve our approach in response to India's changing environmental, social, economic, and mobility landscape. The Sustainability Report 2026 reflects this journey under the theme '**Progress that Powers Everyone**'.

Our approach combines Toyota's global direction with local priorities and stakeholder expectations. Through a structured sustainability management framework, TKM has undertaken a **Double Materiality Assessment** to identify and prioritize sustainability topics based on their impacts on people, communities, and the environment, as well as their relevance to business performance. Informed by stakeholder consultations, industry benchmarking, global frameworks, and Toyota's priorities, the assessment provides the foundation for our ESG priorities and guides how sustainability is integrated into decision-making and execution.

Enabling a Practical & Inclusive Mobility Transition

India's mobility transition is unfolding within a diverse energy ecosystem, where electrification, biofuels, CNG, CBG, hydrogen, and other pathways are evolving at different stages. Recognizing that mobility realities vary by geography, affordability, infrastructure, energy availability, and customer needs, TKM continues to advance Toyota's **Multi-Pathway Approach: Right Technology. Right Place. Right Time.**

The approach seeks to reduce carbon emissions across technologies rather than prescribe a single pathway, while supporting India's priorities around **energy security, domestic fuel generation, localization, and sustainable economic growth**. TKM continues to advance electrified mobility through strong hybrids and battery electric vehicles, while exploring flex-fuel and hydrogen solutions. This work is supported by collaborations with governments, academia, industry, and technology partners, including research into the carbon reduction potential of different powertrains under Indian conditions and initiatives to build readiness around hydrogen and alternative fuels.



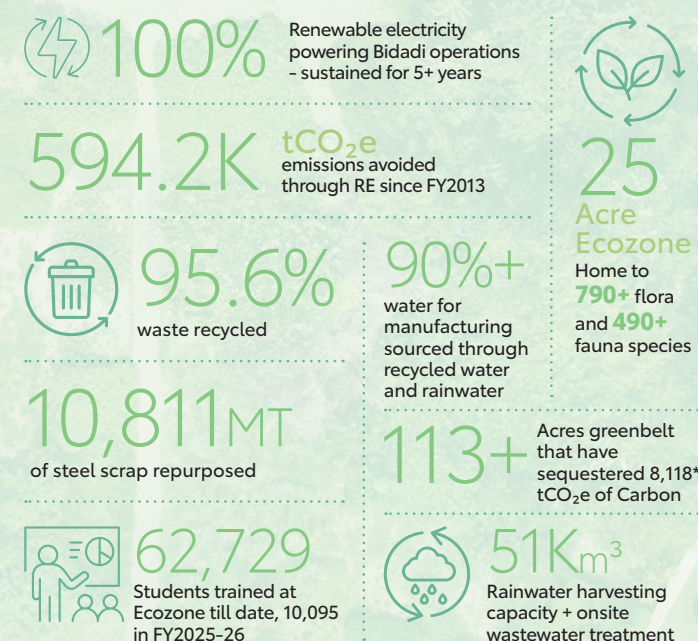
Environment

TKM's environmental journey is guided by the **Toyota Environmental Challenge 2050** and translated into action through successive Environmental Action Plans. As we transition into the **8th EAP**, our focus remains on carbon neutrality, circular economy, and harmony with nature.

Energy decarbonization remains a key priority. TKM has sustained renewable electricity across its manufacturing operations for more than five years, while continuing to improve energy efficiency and emissions intensity. Decarbonization is also being extended across the value chain. Supplier renewable energy initiatives contributed to **111,538 tCO₂e in emissions savings**, while dealer emissions intensity declined from **9.09 to 7.6 kg CO₂e/TUS** in FY2025–26.

Resource stewardship is being advanced through integrated water, waste, and material management. TKM sources manufacturing water through recycled water and rainwater, supported by rainwater harvesting and onsite wastewater treatment. Circularity is further strengthened through high levels of waste recycling and the repurposing of steel scrap into production cycles.

TKM's commitment to **Harmony with Nature** extends beyond resource efficiency. The Bidadi campus includes a 113+ acre greenbelt and the 25-acre Ecozone, which supports biodiversity while serving as an experiential environmental education hub. Through the Ecozone, students engage directly with nature and develop greater awareness of environmental stewardship.



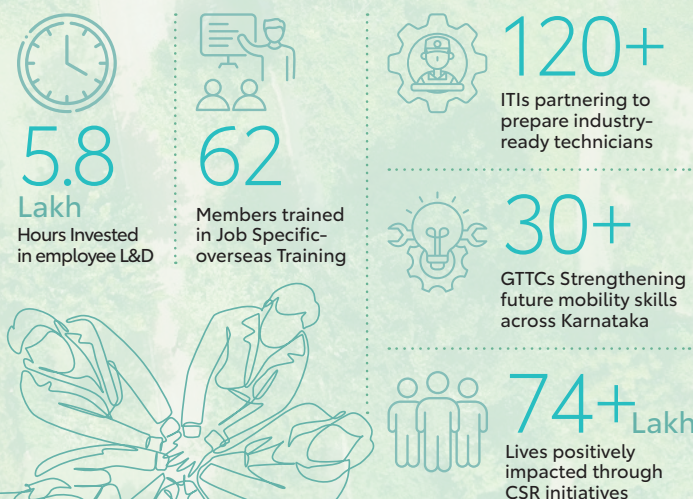
Social

TKM's social approach is grounded in the belief that **lasting progress begins with people**. As the mobility ecosystem evolves, we continue to invest in future-ready capabilities, foster inclusion, strengthen safety and well-being, and contribute to resilient communities.

Capability development spans both employees and the wider mobility ecosystem. During FY2025–26, TKM invested **5.81 lakh hours in employee learning and development**, equivalent to approximately 85+ hours per employee. Global training exposure, including opportunities in Japan, complements role-specific and technical development. Beyond the workforce, TKM continues to strengthen industry readiness through the **Toyota Technical Training Institute (TTTI)**, Centres of Excellence, GTTCs, ITIs, and industry-academia partnerships. TTTI trains approximately **1,200 students annually**, while more than **1,400 graduates** have been offered employment across Toyota's ecosystem.

Inclusion remains an important part of building a future-ready workforce. TKM continues to expand women's participation and strengthen awareness around respectful and equitable workplaces. Safety remains a non-negotiable priority, supported by an Occupational Safety and Health Management System, proactive risk assessment, ergonomics, emergency preparedness, and safety practices that extend to contractors, suppliers, and dealers.

Beyond the workplace, CSR initiatives address education and skill development, health and hygiene, livelihoods, road safety, and environmental responsibility. Employee volunteering through iCARE further connects employees with community priorities. TKM also continues to strengthen customer accessibility and engagement through its expanding physical and digital ecosystem, while maintaining a focus on quality and safety, reflected in the **5-star Bharat NCAP rating for the Innova HyCross**.



Governance

Sustainability is supported by governance systems designed to strengthen **accountability, resilience, ethical conduct, and responsible decision-making**. Enterprise Risk Management is overseen through Board and Audit Committee mechanisms and was strengthened during the year through advancement of the **Toyota Global Risk Management Standard to Version 2.0**.

TKM continues to reinforce ethical conduct through its Code of Conduct, Anti-Bribery and Anti-Corruption, Anti-Fraud, Speak-Up, and Non-Retaliation frameworks. Digital transformation is also being leveraged to strengthen transparency, data governance, compliance, audit readiness, and operational efficiency. Cybersecurity measures extend across corporate systems, manufacturing plants, suppliers, dealers, and connected vehicle ecosystems.

TKM's proactive readiness for evolving emission standards is reflected in its recognition as we have received.



Looking Ahead

As TKM enters its **Year of Acceleration**, sustainability remains integral to its growth and transformation into a mobility company. The expansion of the **manufacturing footprint into Maharashtra** presents an opportunity to extend the principles established at Bidadi into a new operating context. The upcoming facility is being designed with integrated considerations for resource efficiency, biodiversity, health, safety, well-being, and inclusion.

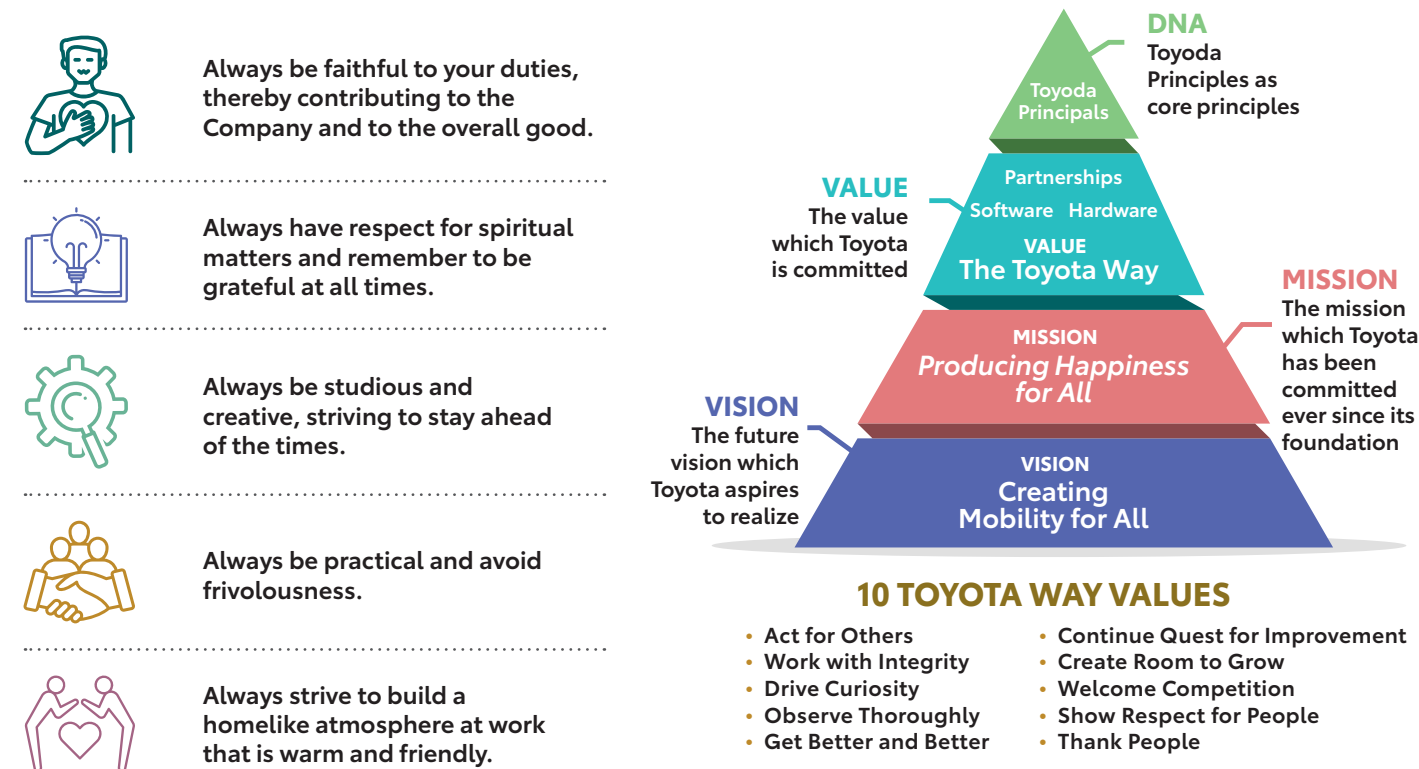
The next phase will also focus on strengthening local value chains, developing future-ready skills, expanding exports, and contributing to India's manufacturing competitiveness. A planned **Skill Development Park at the Bidkin Industrial Hub in Maharashtra**, alongside continued community engagement and CSR initiatives, represents an early step in extending TKM's approach to creating shared value as its footprint grows.

TKM's sustainability journey is a continuous effort to improve how we innovate, operate, and contribute to society. By bringing together environmental responsibility, social inclusion, responsible governance, and sustainable economic growth, we continue to pursue progress that is practical, shared, and enduring.

Progress that Powers Everyone.

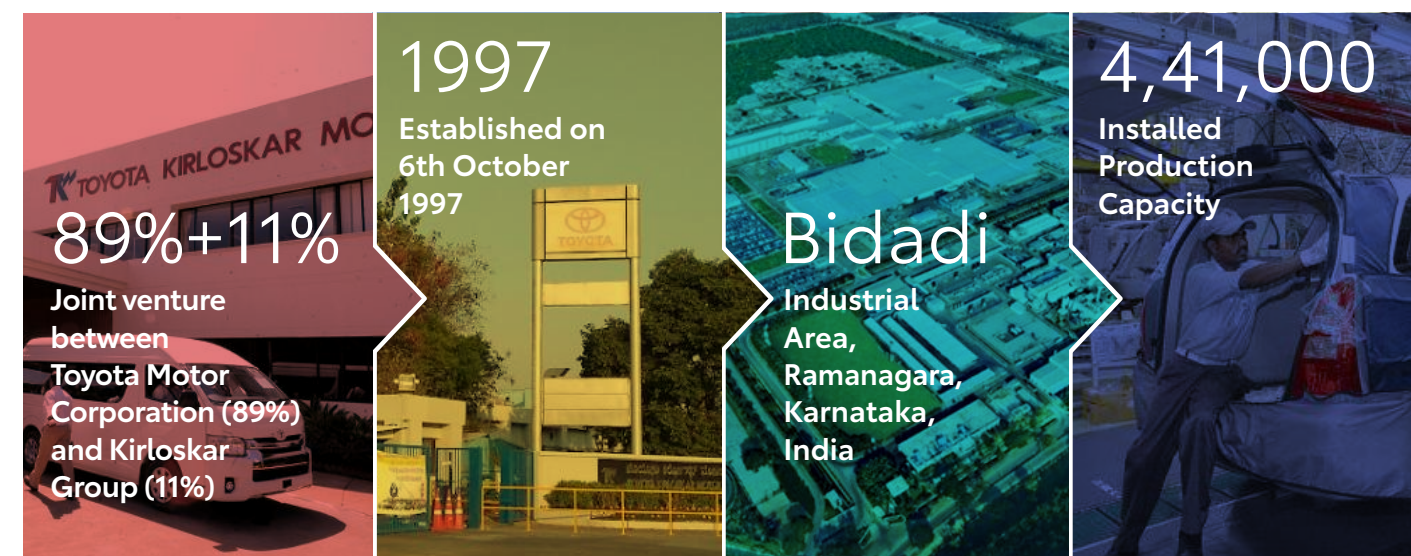
Toyota Way

Toyota's origins trace back to the late 19th century. With timeless principles and values, Sakichi Toyoda established The Toyota Way –rooted in Continuous Improvement and Respect for People.



About TKM

A formidable force in the Indian automotive manufacturing space, Toyota Kirloskar Motor Private Limited has established itself as a key player in the industry.



TKM's Vision and Mission



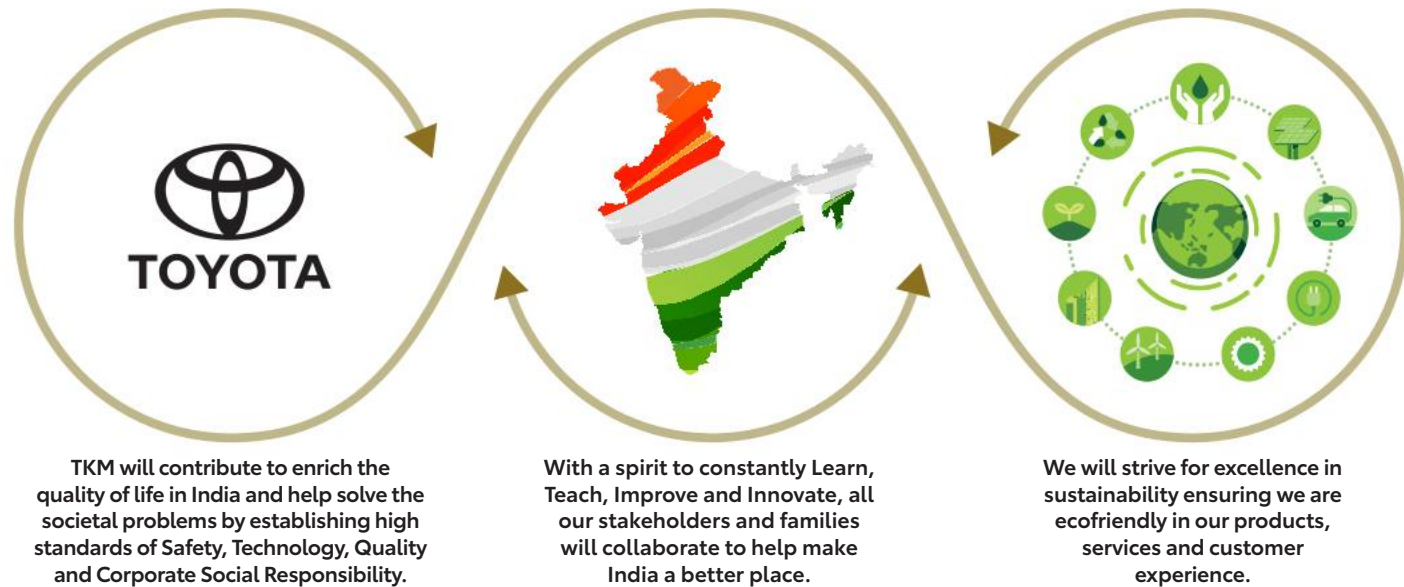
VISION

Be a partner to fulfil Indian society's need for Mobility



MISSION

Grow India, Grow with India and Produce Happiness for All



Associations

TKM partners with leading industry bodies, skill councils, government institutions, and sustainability alliances to advance innovation, align policy, strengthen local manufacturing, and support inclusive workforce development across India's mobility ecosystem.

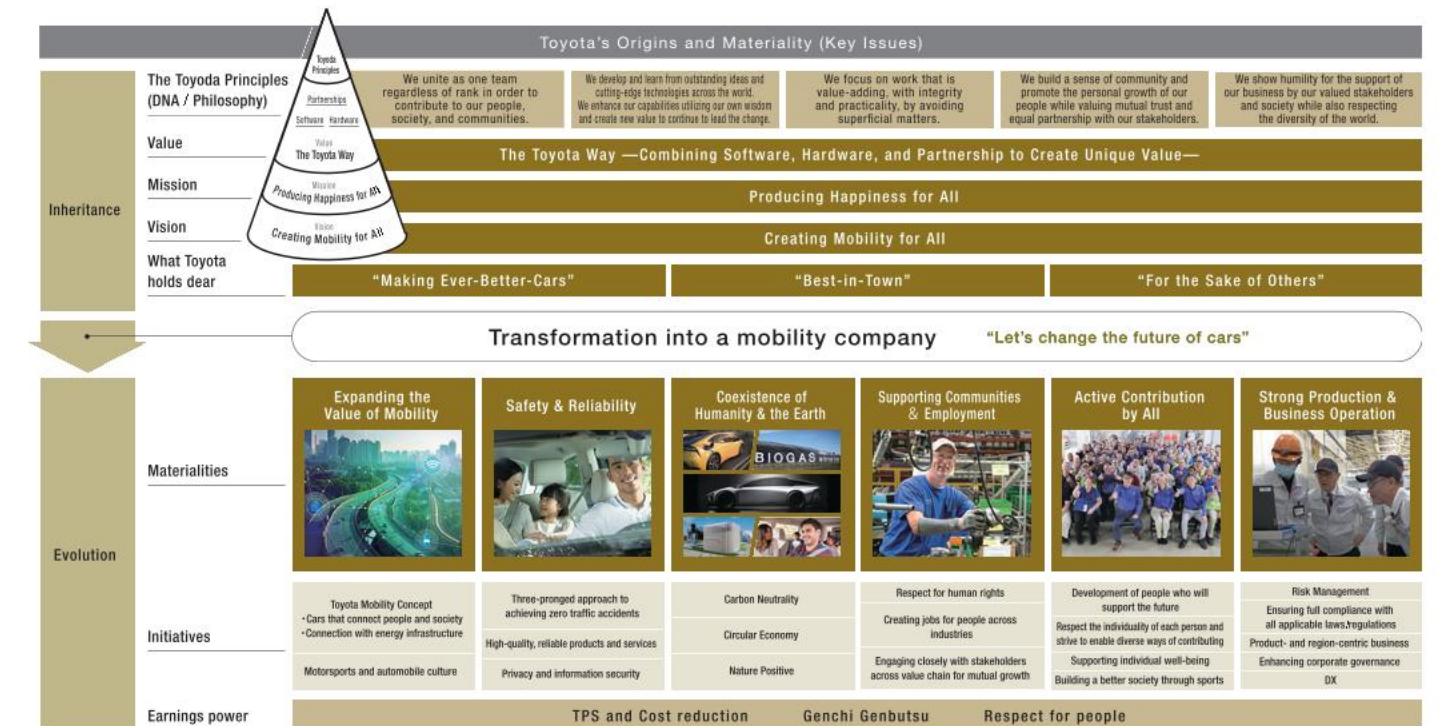


Sustainability Management

At Toyota, sustainability is deeply rooted in the philosophy, values, and purpose that have guided the organization for generations.

Rooted in Principle, Evolving for Impact.

The Toyoda Principles guide Toyota's identity and value creation. They are reflected in our vision of creating '*Mobility for All*,' and in the mission, '*Producing Happiness for All*.' Guided by *Best in Town*, *Ever Better Cars*, and *For the Sake of Others*, Toyota is evolving into a mobility company while advancing sustainable development. To support this, Toyota has defined six key sustainability priorities for the Toyota Group.



At Toyota Kirloskar Motor, these global priorities are translated into local action through a structured sustainability management framework that aligns global direction with India's unique opportunities, challenges, and stakeholder expectations.

From Global Vision to Local Action

Our sustainability management approach is built on four interconnected stages that ensure sustainability is embedded into governance, decision-making, execution, and stakeholder engagement.

Governance & Strategic Alignment

Sustainability at TKM begins with strong governance and alignment to Toyota's global sustainability commitments.

Guided by **Toyota's Global Sustainability Policy**, our governance structure provides strategic oversight, accountability, and cross-functional ownership of sustainability priorities across the organization.

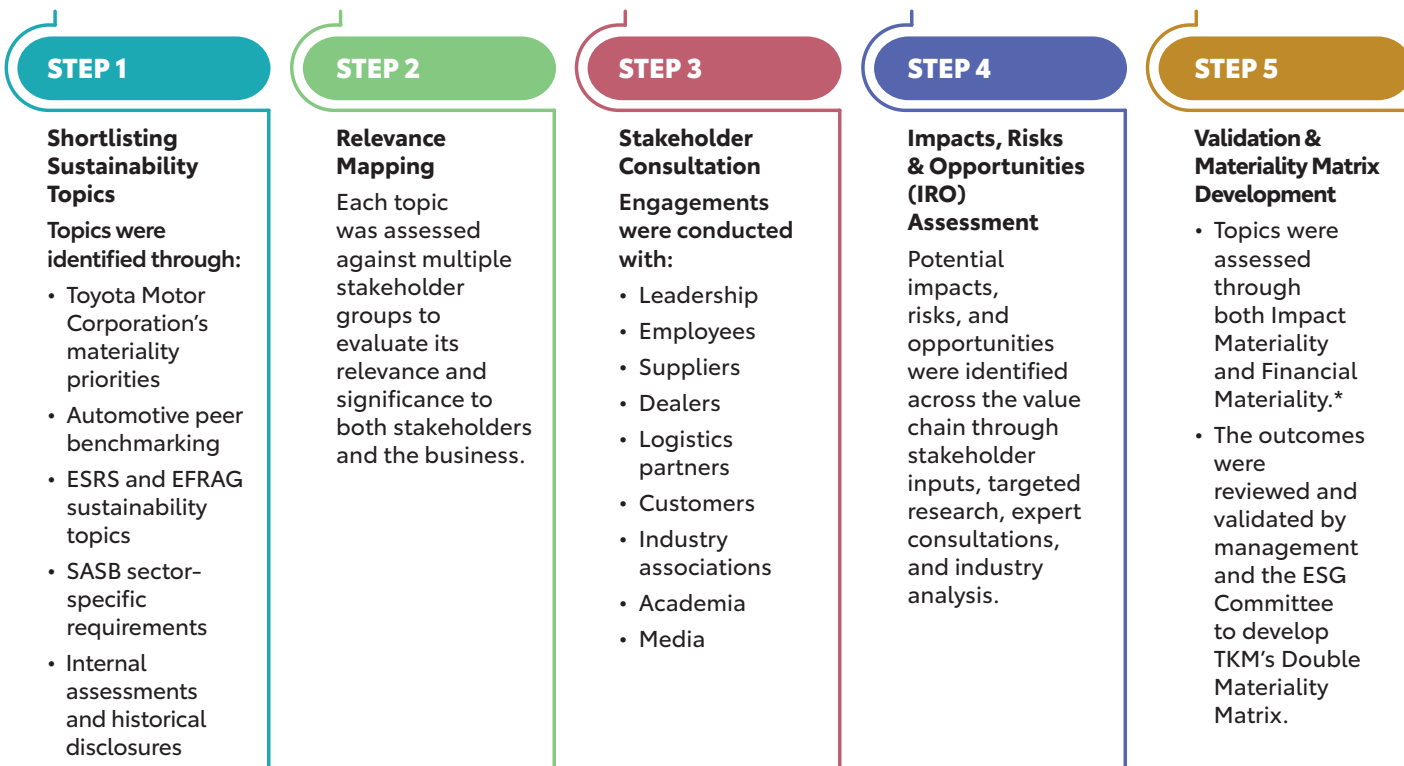


The Sustainability Promotion Group provides strategic direction and oversight, while the dedicated ESG team and functional teams work collaboratively to embed sustainability considerations into operations, decision-making processes, and long-term business planning.

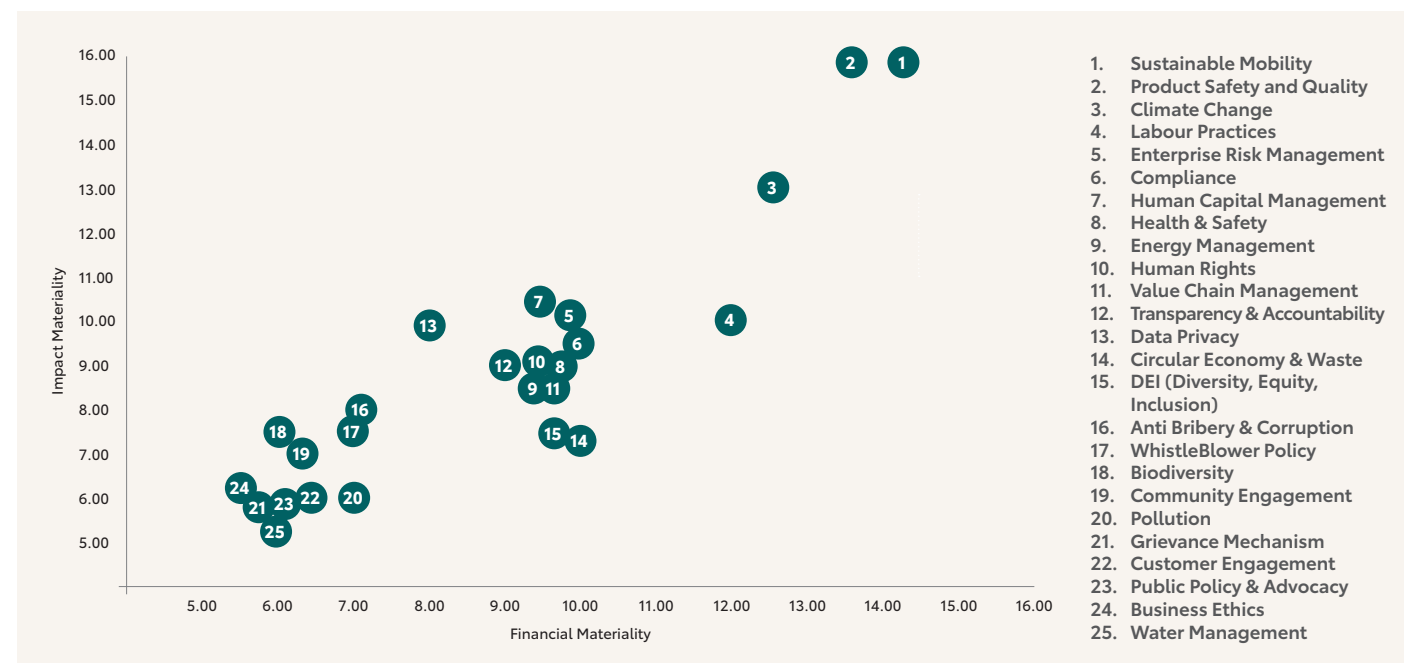
Contextualization & Prioritization

While Toyota's sustainability priorities provide a common global direction, their implementation must reflect local realities.

To identify the sustainability topics most relevant to TKM and its stakeholders, we undertook a **Double Materiality Assessment** through a third-party (Sattva Consulting) aligned with leading global frameworks and informed by stakeholder perspectives, industry trends, and Toyota's global priorities.



* Impact Materiality: Impact on people, communities, and the environment. Financial Materiality: Sustainability-related risks and opportunities affecting business performance



The assessment provides the foundation for our sustainability strategy, helping us focus on the topics that matter most to both our stakeholders and our business.

Roadmap & Execution

The outcomes of the materiality assessment are translated into focused Environmental, Social, and Governance roadmaps that guide implementation across the organization.



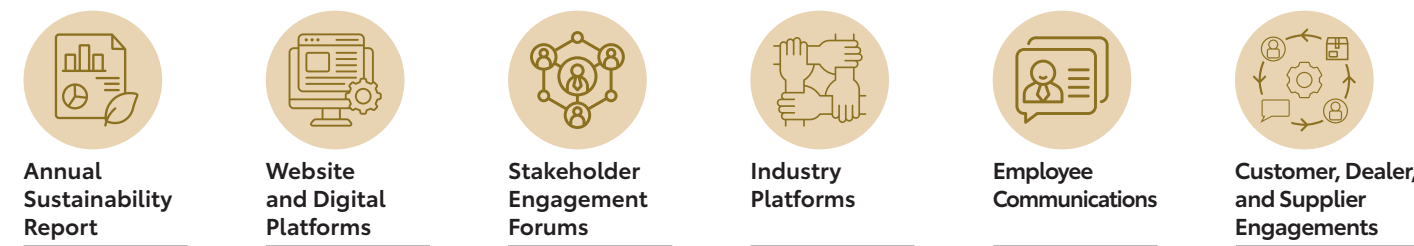
Together, these roadmaps provide a structured pathway for advancing sustainability across TKM's operations, products, people, and value chain.

Disclosure & Engagement

Transparency and stakeholder engagement are integral to effective sustainability management.

TKM communicates its sustainability commitments, performance, and progress through a range of channels that enable ongoing dialogue, accountability, and continuous improvement.

Our Engagement & Disclosure Channels



These channels help us share progress, gather feedback, and continuously refine our sustainability approach in response to evolving stakeholder expectations.

Enabling Progress that Powers Everyone

By combining Toyota's global sustainability vision with local priorities, stakeholder insights, and focused execution, TKM continues to **embed sustainability into the way we operate, innovate, and create value.**

This integrated approach enables us to contribute to Toyota's mission of *Producing Happiness for All*, while creating meaningful outcomes for people, communities, and the planet.

Multi-Pathway Approach

One planet. Different realities. Multiple solutions.

Enabling a Just and Inclusive Mobility Transition

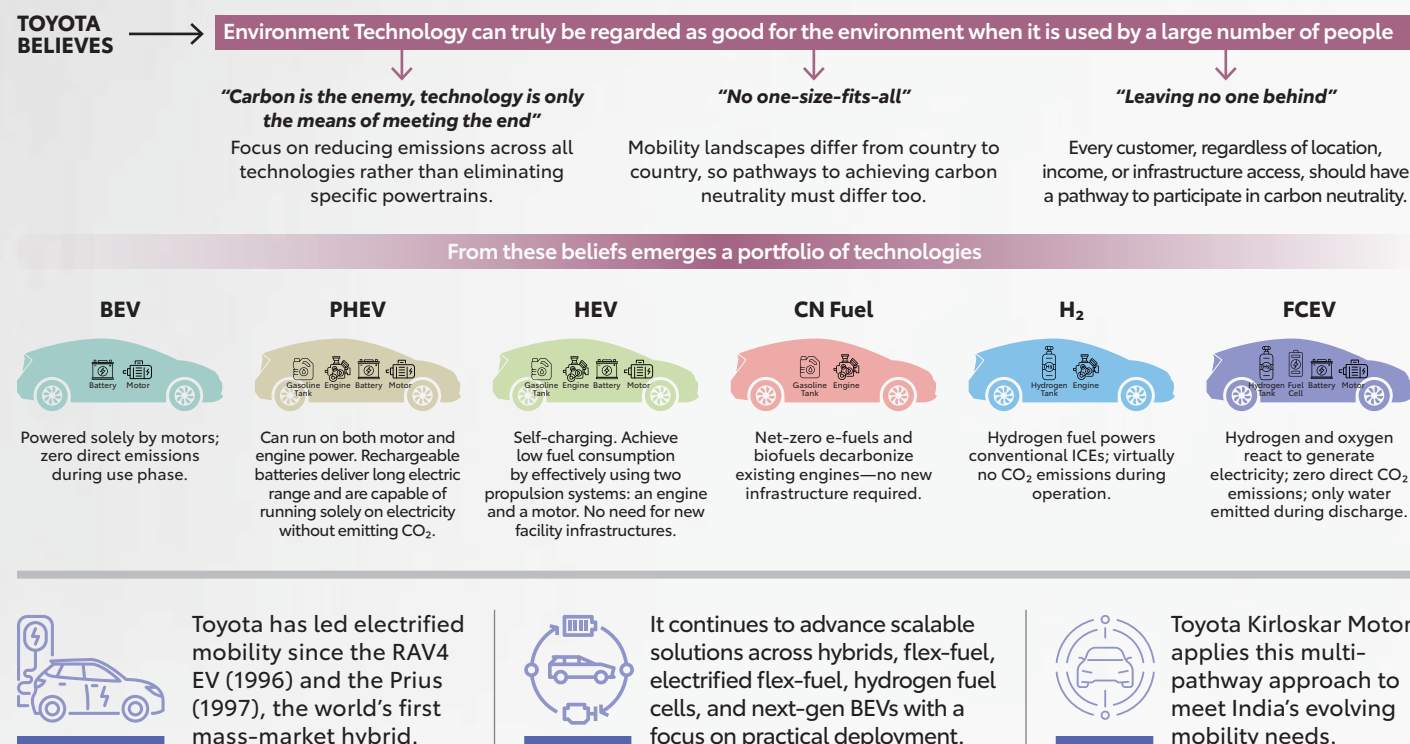


The mobility ecosystem is rapidly transforming as countries and industries advance decarbonization and climate resilience, driven by global commitments and goals like the Paris Agreement and UN SDGs.



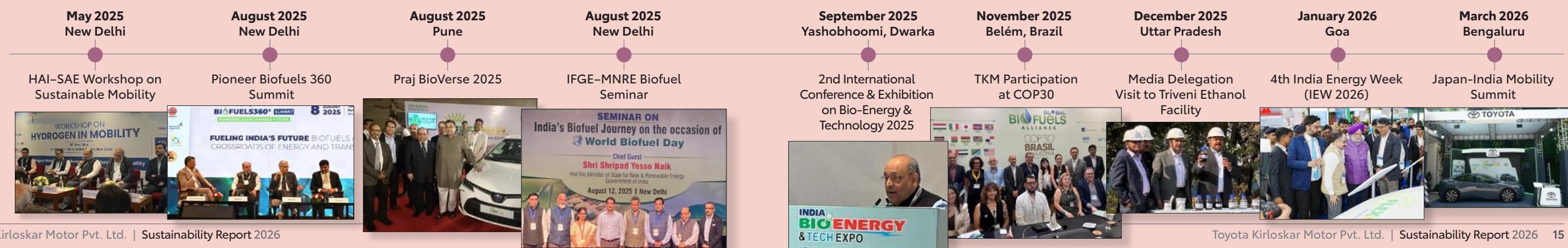
However, regional disparities, energy crises, and varying transition realities highlight that the path to carbon neutrality must remain practical, inclusive, and adaptable.

In parallel, India's mobility transition is gaining momentum, shaped by broader imperatives around sustainability, energy resilience, and industrial competitiveness. These directional priorities are influencing both policy orientation and market evolution. At the same time, the mobility landscape remains inherently complex, shaped by structural variations in economic access, ecosystem maturity, and usage patterns across different contexts.



Right technology. Right place. Right time.

Catalyzing the Transition



Powering Multiple Energy Futures

India's Energy Transition

India's mobility transition spans a diverse energy mix—expanding renewables alongside fossil fuels—while biofuels, CBG, CNG, hydrogen, and electrification evolve at different stages, making a multi-technology approach key to energy diversification and resilience.

Toyota's Response

- Targeting CN in average GHG emissions during the operation of new vehicles by 2050.
- Applying a well-to-wheel approach that integrates vehicle technologies, fuel pathways, infrastructure, manufacturing systems, and resource efficiency.
- Advancing solutions powered by electricity, biofuels, hydrogen, and other cleaner energy sources.
- Supporting India's priorities around energy security, domestic fuel generation, biomass utilization, waste-to-wealth, and sustainable economic growth.



294 MILLION kg CO₂e emissions avoided through hybrid vehicle sales since FY 13

43.7 MILLION kg CO₂e emissions avoided in FY 25-26

Environmental ambition

Enabling People Through the Transition



A successful mobility transition depends as much on people as it does on technology. TKM continues to strengthen future-ready capabilities while supporting informed and inclusive adoption of cleaner mobility solutions.

Building Future Capabilities

- Toyota Technical Training Institute (2007) developing industry-ready talent.
- IISc Mobility Laboratory enabling hands-on learning in advanced mobility technologies.
- Centres of Excellence strengthening practical, industry-linked education.
- Partnerships with 30+ GTTCs and 120+ ITIs across Karnataka and Maharashtra.

Enabling Inclusive Mobility

- Expanding customer choice through multiple technology pathways aligned with diverse affordability levels and mobility needs.
- Supporting an orderly transition by enabling capability development across customers, suppliers, dealers, and other ecosystem partners

3 LAKH+ Happy Hybrid Owners

8/10 hybrids sold in India are Toyota

Delivered through social equity

Building the Ecosystem for Change



A successful mobility transition requires coordinated progress across technology, policy, infrastructure, and industry. TKM works with governments, academia, industry, and technology partners to strengthen the enabling ecosystem while supporting India's long-term energy and industrial priorities.

Alignment to National priorities

Supporting India's priorities around: Net Zero 2070, National Hydrogen Mission, Energy Self-Reliance, Biofuel adoption, Make in India, Localization and industrial competitiveness.

Building Future Mobility Ecosystems

- 2019** Toyota Mirai demonstration in India.
- 2020** Hydrogen refueling demonstration with IOCL.
- 2022** MoU with iCAT – Pilot Project to evaluate FCEV.
- 2023** Fuel Cell Module supply to Ashok Leyland to build CV.
- 2024** Collaboration with IISc and Praj Industries on Well-to-Wheel lifecycle assessment.
- 2025** Green hydrogen and microgrid collaboration with Ohmium International.
- 2025** Collaboration on Mirai FCEV's adaptability to Indian road conditions.

Enabled by adaptive governance

Product Portfolio



Powering the Next Move

Electric. Energetic. *Awesome*

For over three decades, Toyota has been advancing electrification through technologies designed to meet diverse mobility needs and evolving customer realities.

The launch of the Urban Cruiser Ebella, Toyota's first BEV in India, marks an important step in this journey. Designed to deliver an electrified, connected, and customer-centric experience, it expands the range of solutions available to support India's transition towards a lower-carbon future.

Driving Towards a Lower-Carbon Future

- Eliminates tailpipe emissions during vehicle operation.
- Eco-mode optimizes energy consumption and extends driving range.
- High-capacity battery designed for enhanced energy efficiency.



Built for Endurance

- Lithium Iron Phosphate (LFP) battery designed for enhanced safety, durability, and long lifecycle.
- Intelligent Battery Management System continuously monitors battery health and performance.
- Advanced thermal management system supports efficient operation across varying conditions.



Safety Beyond the Driver

- Level 2 Advanced Driver Assistance Systems (ADAS).
- Adaptive Cruise Control, Lane Keep Assist, Blind Spot Monitoring, and Adaptive High Beam Assist.
- Seven airbags, including driver knee airbag.
- High-tensile strength body structure for enhanced crash protection.
- Acoustic Vehicle Alert System (AVAS) enhances pedestrian and cyclist awareness at low speeds.
- 360° camera system and advanced braking technologies support safer driving experiences.

Connected. Intelligent. Future-Ready.

- 100+ connected and smart features.
- Real-time battery monitoring through i-Connect.
- Smart charging controls and scheduling capabilities.
- Remote vehicle status tracking and controls.
- Cybersecurity and data privacy measures embedded throughout the ownership journey.



Making Electrification More Accessible

- Battery-as-a-Service (BaaS) model offers greater ownership flexibility.
- Supported by 500+ BEV-enabled service touchpoints equipped with specialized diagnostics and infrastructure.



Discover Lexus

At Lexus, the journey toward a sustainable future begins with a single, driving ethos: “To Discover.” Officially introduced as the brand’s new global direction, “Discover Lexus” is more than a concept - it is a paradigm shift. Driven by the historical brand motto to “*imitate no one*,” this philosophy challenges us to look beyond traditional automotive manufacturing and discover new values in mobility, lifestyle, and our relationship with the world around us.



Redefining the Future of the Road

The “Discover Lexus” vision reimagines on-road sustainability through three highly efficient concepts: the space-maximizing, six-wheeled **Discover Sanctuary (LS Concept)**; the aerodynamically sleek **Discover Duality (LS Coupe Concept)**; and the fully autonomous, zero-emission **Discover Essence (LS Micro Concept)** tailored for single-passenger urban travel.

Beyond Mobility: Expanding the Horizons

The “Discover” vision represents Lexus’s evolution into a holistic mobility brand that envisions harmonious coexistence across land, sea, air, and architecture. By expanding our canvas, we are pushing the boundaries of what sustainable luxury can be:

- Through forward-looking concepts like zero-emission aerial mobility (**Discover Voyage**) and sustainable maritime exploration (**Discover Escapism**), Lexus is proving that the pursuit of luxury and the preservation of our natural environment are not mutually exclusive.
- The vision extends to the very infrastructure of our communities, exploring how architectural concepts like the **Lexus Hub (Discover Synthesis)** can blend renewable materials with human-centric design to create spaces that give back to the environment.

A Global Platform for Better Futures

To bring this vision to life, the global **Discover Lexus** platform serves as an incubator and a stage for global innovators, engineers, and artisans. It is a space dedicated to those who share our commitment to crafting a better tomorrow. Whether through spotlighting pioneers in eco-materials or fostering the next generation of problem-solvers, “Discover” is how we connect our global resources with local, sustainable action.



Left to right:
Lexus Hub, Joby
Concept Lexus
Sports Concept,
LS Coupe
Concept, Lexus
LS Concept,
Micro LS
Concept, Lexus
Catamaran

Multi-Pathway Approach

Lexus has long pioneered electrified luxury, integrating sustainability with uncompromised refinement. In India, the Lexus NX, RX and LM exemplify this commitment through advanced hybrid powertrains that reduce fuel consumption and emissions while preserving performance and quiet sophistication. With the All-New ES, offered in both BEV and HEV variants, Lexus is supporting the **multi-pathway approach** towards carbon neutrality in India.



ALL-NEW LEXUS ES Redefining the Sedan

Marking a milestone in Lexus India’s electrification journey, the eighth generation **ALL NEW Lexus ES**, launched in March 2026, represents a significant step in advancing our **multi-pathway approach**. As a first in India, the All-New ES is offered in both **Hybrid Electric Vehicle** and **Battery Electric Vehicle** variants - Addressing India’s diverse mobility needs.

Introduction of New Gen Lexus Safety System+4 (LSS+4)

Our safety philosophy is driven by **Lexus Safety System+4 (LSS+4)**. Aligned with the national goal of zero road accidents, we focus on delivering a comprehensive suite of advanced active safety technologies designed to prevent collisions and protect occupants. Core features within (LSS+) include the Pre Collision System with Auto Emergency Braking, Lane Departure Alert, Dynamic Radar Cruise Control, and Lane Tracing Assist, supporting confident and attentive driving. Safety is further enhanced through the Adaptive High Beam System, Drive Monitoring Camera (DMC), and Blind Spot Monitor. A newly developed 3D Panoramic View Monitor strengthens driver awareness, ensuring every journey is a safe one.

KEY FEATURES



Pre-Collision
System with
Automatic
Emergency Braking



Lane Departure
Alerts



Dynamic Radar
Cruise Control



Lane Tracing
Assist



Adaptive High
Beam System



Drive
Monitoring
Camera



Blind Spot
Monitor



3D Panoramic
View Monitor

Discover Peace of Mind

Lexus India remains committed to delivering personalized care and exceptional ownership experiences through the spirit of **Omotenashi**. Reflecting our focus on customer peace of mind and a sustainable lifestyle, Lexus India is the first luxury automotive brand in the country to offer an industry-leading **8yr/2,00,000 km warranty**, reinforcing trust, reliability, and long-term value.

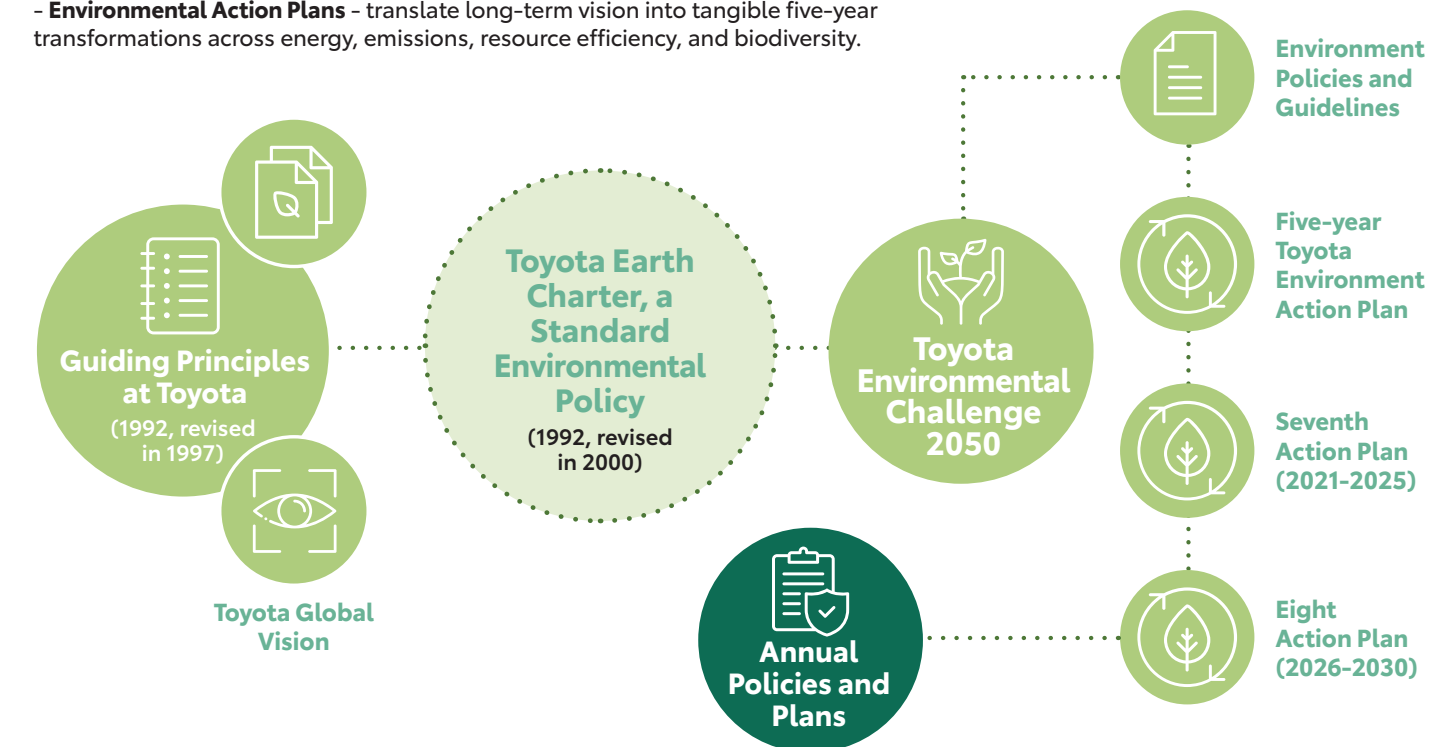


Environment

Our journey to a greener future is the continuation of a responsibility Toyota has embraced for decades. It is a collective promise to those we work with, the communities we serve, the generations yet to come, and our shared environment – the silent stakeholder that upholds our business.

Rooted in Toyota's long standing global philosophy of **Respect for the Planet**, environmental stewardship has always been an essential part of who we are and how we operate. Long before sustainability became a global imperative, it shaped our decisions, guided our innovations, and influenced the way we design, manufacture, and think about eco-conscious mobility.

Guided by the **Toyota Earth Charter** and the **Environment Policy**, and strengthened by the bold ambition of the **Toyota Environmental Challenge 2050**, we continue to raise our own standards – driving toward carbon neutrality while striving for net-positive environmental impact. At its core, our enduring roadmaps – **Environmental Action Plans** – translate long-term vision into tangible five-year transformations across energy, emissions, resource efficiency, and biodiversity.

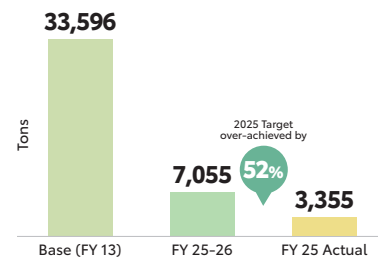


Carbon Neutrality (CN)				Circular Economy (CE)	Nature Positive (NP)	
Life Cycle Zero CO ₂ Emissions Challenge	New Vehicle Zero CO ₂ Emissions Challenge	Corporate Activities	Plant Zero CO ₂ Emissions Challenge	Challenge of Establishing a Recycling-based Society and Systems	Challenge of Minimizing and Optimizing Water Usage	Challenge of Establishing a Future Society in Harmony with Nature
Challenge	Challenge	Challenge		Challenge	Challenge	Challenge
						
Toyota Environmental Challenge 2050						
Achieve CN for GHG emissions throughout the life cycle by 2050	Achieve CN in average GHG emissions during the operation of new vehicles by 2050	Achieve CN for GHG emissions from corporate activities by 2050	Achieve zero CO ₂ emissions from production at plants by 2050	Achieve circular economy by using less resources, promoting longer use, and avoiding waste	Expand the reach of nature conservation activities among communities, with the world, to the future	Minimize water usage and manage wastewater discharge according to the specific local conditions
	Reduce average GHG emissions during the operation of new vehicles by 50% or more by 2035 (compared to 2019 levels)	Reduce GHG emissions from corporate activities by 68% by 2035 (compared to 2019 levels)	Achieve CN for GHGs emitted from production activities at plants by 2035			
The 8th Toyota Environmental Action Plan (2030 Target)						

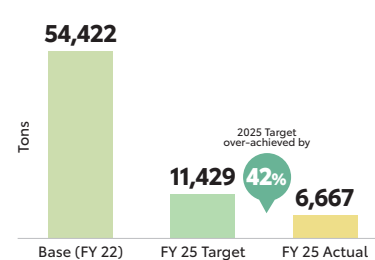
Summary of 7th EAP Progress

As we conclude our seventh Environment Action Plan, we report measurable overachievement against all 2025 targets, spanning emissions, freshwater, and waste, as well as expanded experiential training in Ecozone. Together, these results demonstrate disciplined execution and continued progress against our sustainability commitments.

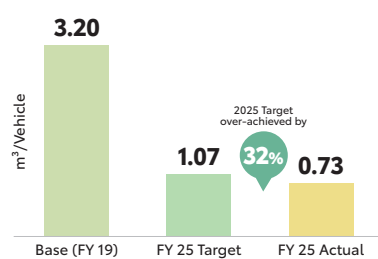
Manufacturing Absolute CO₂ (P1)



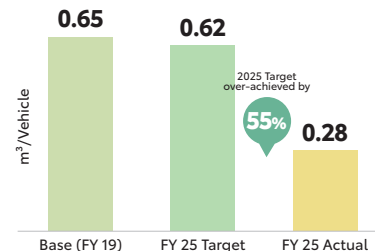
Manufacturing Absolute CO₂ (P2)



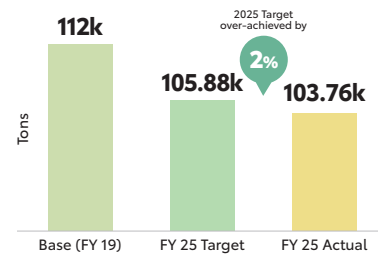
Fresh Water (P1)



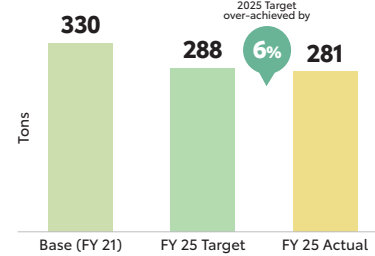
Fresh Water (P2)



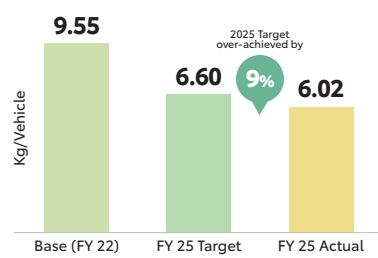
Suppliers



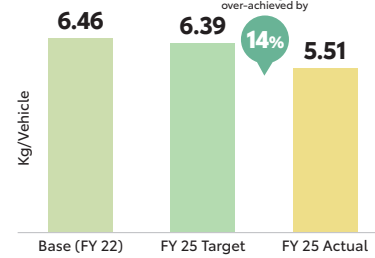
Logistics and CBU Parts



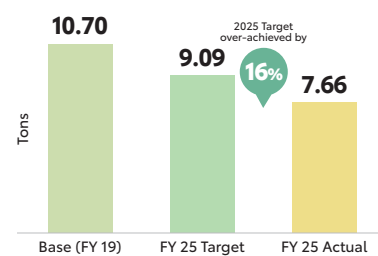
Waste Reduction (P1)



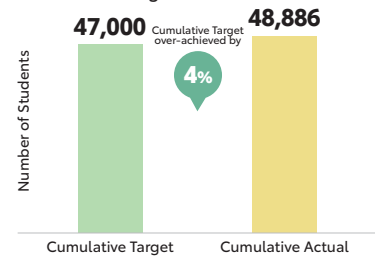
Waste Reduction (P2)



Dealers



Ecozone Training



TKM has consistently maintained **100% compliance** with environmental regulations, by adhering to internal benchmarks that are **20% more stringent than compliance requirements**. Independent third-party assessments in-line with ISO 14001 further ensures that we advance as the industry evolves.

Energy Management



Energy is fundamental to industrial growth and economic development, while playing a critical role in addressing climate change. Global frameworks such as the **UN SDGs 7, 9, and 13**, along with **India's national missions on green and renewable energy**, emphasize the transition towards cleaner energy systems and reduced dependence on fossil fuels.



At Toyota, energy management is guided by the ambition of achieving carbon neutrality as part of **Toyota Environment Challenge 2050**, through the **5-year Environment Action Plans** enabling us to translate the strategy into ground-level actions.

TKM Material Topics
3 10

Toyota Material Focus Areas
Coexistence of Humanity & the Earth



Our Approach

Transitioning Towards Clean and Efficient Energy Usage

At Toyota Kirloskar Motor, energy management is driven by a dual focus on **decarbonization and efficiency**, supported by a structured approach that increases renewable energy adoption and drives continuous optimization of energy use across operations.

Our approach focuses on:



Improving **energy efficiency** through continuous Kaizen initiatives.



Deploying **innovative technologies** to optimize energy use.



Transitioning to **lower-emission fuels** and eliminating high-carbon emissions



Increasing reliance on **renewable energy** across operations.

This integrated approach forms the foundation for reducing operational emissions and advancing towards carbon neutrality.



Translating Strategy to Action

Transitioning to Renewable and Cleaner Energy Sources

- Across manufacturing operations, we have progressively transitioned our energy mix towards cleaner sources, steadily increasing the use of renewable electricity, and consistently shifting to cleaner fuel options.
- Since FY 2021, manufacturing operations have been powered by **100% renewable electricity**, significantly reducing dependence on conventional energy sources.



- We have progressively reduced the use of LPG in our operations, and since FY 2022, we have eliminated and completely replaced it with PNG, supporting further reductions in fuel-related emissions.
- Pilot initiatives are underway to explore the transition to alternative fuels such as CBG in Bidadi, enabling further decarbonization of energy use.

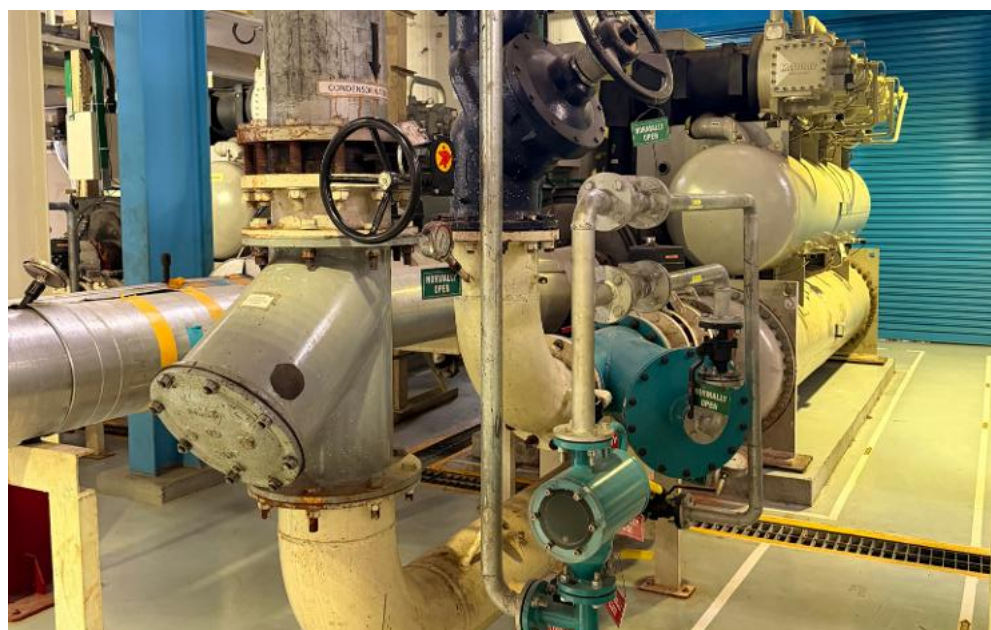
Improving Energy Efficiency through Kaizen

- In FY 25-26, we consumed 6,64,982 GJ of energy in our manufacturing process, 63,404 GJ in non-manufacturing and 7,28,386 GJ overall.
- Continuous Kaizen initiatives involving automation and heating-elimination, and many others are implemented across operations to optimize energy consumption at the source and improve process efficiency.
- These efforts focus on reducing energy use per vehicle manufactured while maintaining operational performance.
- In FY 25-26, a combination of new and ongoing Kaizens resulted in estimated emission savings of **4,100 tCO₂e**.



Deploying Innovative Energy Solutions

- Advanced technologies like Automatic Tube Cleaning Systems for the chillers and Automated Compressed Air Management Systems are being deployed to improve energy utilization and reduce dependency on conventional systems.
- In the paint shop, the integration of heat pumps and solar reflector systems enabled the elimination of a gas boiler. By utilizing solar energy to generate hot water, this initiative reduced electricity, gas, and water consumption while improving process efficiency.



Impact Snapshot

Plant CO₂ reduction trend – non green energy consumption



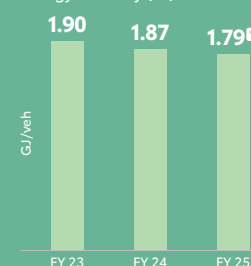
CO₂ Emissions avoided through RE implementation



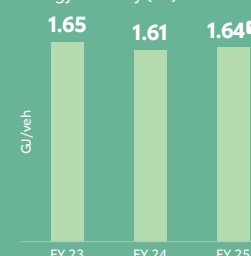
1,16,406 MWh¹
consumed in FY 25-26
100%RE²
for past 5 years (for manufacturing)

594.2K tCO₂e
Cumulative emissions avoided through RE since FY 13

Energy Intensity (P1)



Energy Intensity (P2)



Energy and GHG Emissions Kaizens



Refining Heat Sequencing in Topcoat Ovens

Heat supply in topcoat ovens was refined by **sequencing burner operation based on exact temperature and time requirements**, minimizing energy use beyond critical process zones.

KEY OUTCOMES

- Improved thermal efficiency in oven operations
- Estimated emissions reduction of **130 tCO₂e per year** due to optimized gas consumption

Smart Control Integration for Wax Air Handling Units

Wax air handling units in the Utility Shops were enhanced with **electronic fans and digital control systems** that adjust operation in real time based on temperature, pressure, and humidity.

KEY OUTCOMES

- Elimination of fixed energy losses
- Energy savings of **48 kWh per vehicle**
- Estimated emissions reduction of **70 tCO₂e per year**

Advancing Compressed Air Efficiency through Digital Optimization

As part of an ongoing Kaizen journey, we enhanced compressed air operations by transitioning to an **automated, IoT-enabled management system**. Leveraging centralized data, air supply is dynamically optimized based on real-time demand across production areas.

KEY OUTCOMES

- System efficiency improved from **93% to 96.25%**
- Reduced energy losses through digital controls, continuous monitoring, and optimization



Reducing Process Heat Absorption through Dolly Design Improvement

Thermal performance of vehicle dollies used in paint ovens was improved to **reduce unnecessary heat absorption**, enabling more effective heat utilization in the baking process.

KEY OUTCOMES

- Estimated emissions reduction of **142 tCO₂e per year** due to optimized gas consumption
- Improved overall oven energy performance

Optimizing Thermal Usage in Sealer Oven Operations

Building on existing thermal controls in the Paint Shop, sealer oven operations were further refined by **selectively modulating gas burner usage** during the baking cycle, ensuring heat input precisely matched process needs.

KEY OUTCOMES

- Estimated emissions reduction of **340 tCO₂e per year** due to optimized gas consumption
- Improved energy discipline without compromising process quality

ED Coating Process Optimization

Through engineering-led Kaizen, the **ED coating process was standardized to achieve more uniform paint thickness distribution** while enhancing protective film performance, enabling energy savings alongside quality improvement.

KEY OUTCOMES

- Energy savings of **1.6 kWh per vehicle**
- Estimated emissions reduction of **110 tCO₂e per year**
- Improved coating consistency and durability



Greenhouse Gas (GHG) Emissions Management

TKM Material Topics
1 3 15

Toyota Material Focus Areas
Coexistence of Humanity & the Earth



Climate change remains one of the most pressing global challenges, requiring sustained and coordinated action. Global frameworks such as the **UN SDGs 9, 12, and 13**, along with India's commitment to achieving **net-zero emissions by 2070**, highlight the importance of reducing emissions across operations and value chains.



Building on our energy transition efforts, Toyota is advancing a comprehensive decarbonization approach focused on reducing direct emissions, eliminating indirect emissions, and addressing value chain impacts. This is guided by the **TEC 2050** and aligned with long-term carbon neutrality ambitions.

Our Approach Managing Emissions Across the Lifecycle

At TKM, emissions management is structured across Scope 1, Scope 2, and Scope 3, enabling a full lifecycle view of our carbon impact.

Our approach focuses on:



Reducing direct emissions through **fuel transition and operational efficiency**.



Eliminating indirect emissions through **renewable energy** adoption.



Addressing value chain emissions through **supplier, logistics, and product interventions**.

This enables us to translate energy and operational improvements into measurable emissions reductions.

Translating Strategy to Action Reducing Direct Emissions (Scope 1)

- Direct emissions are reduced through fuel transition, energy optimization through kaizens, process improvements and technology enhancements across manufacturing operations.
- In FY 2025-26, Scope 1 emissions stood at 18,087.17 tCO₂e.



Eliminating Indirect Emissions (Scope 2)

- Indirect emissions from electricity consumption have been effectively eliminated in manufacturing through the sustained use of renewable electricity.
- For the fifth consecutive year, Bidadi (manufacturing and non-manufacturing) operations recorded zero Scope 2 emissions.
- Residual emissions from regional office operations stood at 347 tCO₂e, 13% reduction from FY 24.

Improving Emissions Intensity (Scope 1 + Scope 2)

- Improvements in energy efficiency and production processes have reduced Scope 1 and Scope 2 emissions intensity per vehicle produced.

Addressing Value Chain Emissions (Scope 3)

Recognizing that a significant portion of emissions arise beyond direct operations, TKM is strengthening its focus on value chain decarbonization under **Challenge 2 of TEC 2050**.

Supplier Decarbonization

- Suppliers are supported through structured frameworks such as the **Green Purchasing Guidelines (GPG)** to assess and improve carbon performance.
- External validation for Scope 1 and Scope 2 emissions has been introduced to enhance accuracy and accountability.
- In FY 2025-26, Scope 3 (Category 1) emissions stood at 86,500 tCO₂e, while supplier renewable energy initiatives contributed to 1,11,538 tCO₂e in emissions savings.

100% RE Commitment

- In alignment with Toyota's global goal of achieving carbon neutrality by 2050, TKM recognizes high intensity suppliers as critical partners in advancing decarbonization across the value chain. In pursuit of Life Cycle Zero Emissions, TKM actively encourages renewable energy amongst its critical suppliers.

SUPPLIER SUSTAINABILITY SPOTLIGHT

Lumax Industries (Bangalore Plant)

- Since December 2025, Lumax Industries' Manufacturing Plant in Bangalore has **transitioned to 100% renewable energy**, marking a significant step toward long-term decarbonization by meeting all operational energy needs through clean sources. To reinforce energy security and support future demand, the plant is also advancing rooftop solar installations, ensuring a stable and sustainable energy supply.
- Alongside this transition, a strong focus has been placed on reducing overall energy consumption at the operational level through strategic machinery retrofits (Nano IR Heater and Vacuum Ejector installation) that improve efficiency and reduce losses. Further, by aligning equipment usage closely with production demand, the organization has been able to eliminate unnecessary energy consumption and avoid idle-time losses.



SUPPLIER SUSTAINABILITY SPOTLIGHT

India Japan Lighting Pvt. Ltd. (IJL)

- In FY 2025-26, India Japan Lighting Pvt. Ltd. made significant strides in their decarbonization journey, achieving an impressive **92% reliance on renewable energy**, through solar and wind sources.
- During the year, they recorded total **emission reductions of 14,003 tCO₂e** through:
 - » Simple, low-cost upgrades (LED lighting and automated energy-saving systems)
 - » Energy efficient machinery upgrades and targeted retrofits
 - » Real-time monitoring to identify reduction opportunities
 - » Behavioral and operational changes to inculcate energy-saving habits and optimize production processes
- These integrated efforts demonstrated a balanced approach - combining renewable energy adoption, operational efficiency, and cultural transformation - driving meaningful and measurable emissions reductions.



Impact Snapshot

100%

elimination of Scope 2 emissions from Bidadi Operations (Manufacturing and Non-manufacturing)

Scope 1 + Scope 2 intensity Reduction

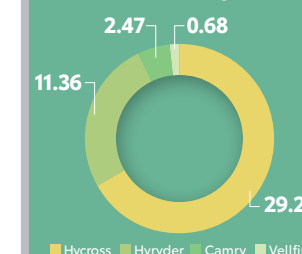


1,11,538 tCO₂e emissions saved through supplier renewable energy initiatives

43.71 Million Kg CO₂e emissions saved from Hybrid sales in FY 25-26 compared to ICE models

293.9 Million Kg CO₂e cumulative emissions saved from Hybrid sales as compared to ICE models

Emissions saved from Hybrid sales in FY 25-26 compared to ICE models (Million Kgs CO₂e)



Dealer emissions reduced from **9.09 to 7.6 kg CO₂e/TUS** in FY 25-26 through RE and efficiency initiatives

Dealer Decarbonization

- The Eco-Model Dealer Initiative, supported by TKM's Eco Guidebook, provides actionable practices such as renewable energy (RE) implementation, enabling dealers to achieve measurable emission reductions.
- Our Environmental Management System (EMS) enables dealers to progress beyond basic compliance (1-star) and evolve into self-sustaining, 4-star Eco leaders, setting benchmarks for environmental excellence across all dealer touchpoints.
- In FY 2025-26, Scope 3 (Category 14) emissions stood at 53,221 tCO₂e.
- Aligned with our 7th EAP, our dealers surpassed the annual emission reduction target of 3%, reducing emissions from 9.09 to 7.6 kg CO₂/TUS in FY 2025.

Logistics and Distribution

- Emissions from transportation are

addressed through optimization of logistics networks, improved route planning, and enhanced load efficiency. These efforts contribute to reducing emissions associated with vehicle distribution and supply chain movement.

- In FY 2025, Scope 3 (Category 4 & 9) emissions stood at 408,396 tCO₂e. Through rail operations we avoided estimated emissions of 1665 tCO₂e, and through our CNG-truck operations in P1, we avoided estimated emissions of 278 tCO₂e.

Use of Sold Products

- Emissions from the use of sold vehicles remain a key contributor to lifecycle emissions. Efforts to reduce these emissions are supported through improvements in vehicle efficiency and the adoption of lower-emission technologies via our Multipathway Approach.

Efficiency that Drives Sustainability

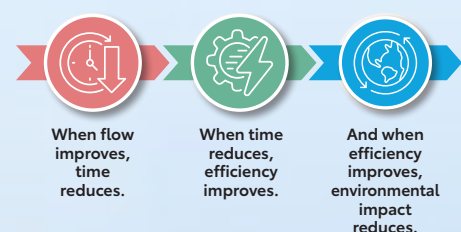
Reimagining Upstream Logistics Through Flow and Time

Logistics is perceived as the invisible backbone of manufacturing – ensuring seamless movement of parts to sustain production continuity. Yet behind this seemingly straightforward function lies a complex interconnected system of decisions that influences cost, efficiency, lead time, and environmental impact.

At Toyota Kirloskar Motor, logistics is not merely viewed as movement of material. It is approached as an **integrated system of flow**. Every delay, every idle truck, every underutilized load is viewed not simply as inefficiency but systematically recognized as waste – an opportunity for improvement & optimization.

Guided by the principles of the **Toyota Production System (TPS)**, logistics systems are designed to systematically eliminate such inefficiencies and enable seamless, synchronized flow. Core principles like **Just-in-Time** ensure precise alignment between material availability and production needs, while **Jidoka** enables identification and resolution of issues at source. Together, these principles create a system in which logistics is closely aligned with production, and inefficiencies are continuously surfaced and addressed.

What emerges is a simple but powerful perspective:



Designing Flow, Not Just Movement

The logistics network at TKM is designed to enable continuous, stable, and predictable flow, closely aligned with production requirements.

- A **cluster-based milk-run model** consolidates supplier pickups, reducing fragmented transportation and enhancing coordination across the supply chain.
- **Mixed logistics models**, involving vendors and group companies, are leveraged to optimize space utilization to improve overall logistics efficiency.
- For high volume suppliers with consistent & reliable delivery performance, **double handling elimination** at the cross dock reduces processing time and streamlines material flow.
- **Supplier regrouping** strategies streamline ordering, packing, and dispatch, reducing delays at the source.
- **Bulk sourcing** decisions are guided by logistics efficiency, with proximity of suppliers to the plant minimizing transit losses and reducing overall logistics costs.

These interventions create a system where materials move more predictably, with fewer interruptions and greater alignment to production needs.



Reducing Time to Unlock Efficiency



If flow is the foundation, time becomes the most powerful lever. Across the logistics network, continuous efforts are made to reduce turnaround time and improve responsiveness.

- Transport **routes are optimized** with a focus on national highways, shorter distances, and improved cruising efficiency.
- Through a **relay-driving pilot**, where trucks operate continuously by switching drivers at defined intervals, transit delays and lead times are expected to improve further.
- Streamlined cross-dock operations and **improved supplier coordination** reduce waiting and idle time.

Each reduction in time strengthens the system – enabling faster movement, better utilization, and improved reliability.



Moving More with Less

Efficiency is also shaped by how effectively each movement is utilized.

- **Packing optimizations**, combined with the right truck type and configuration, increase the number of parts transported within the same space, improving load per trip.
- The improved **load efficiency** enables the same volume to be handled with fewer trucks.



- **Continuous movement** models increase the daily utilization of vehicles.
- **High-frequency logistics** ensure responsiveness without increasing fleet size.

Rather than adding capacity, the system focuses on getting more from what already exists. The result is a logistics system where more material is moved with fewer trips.



When flow improves, time reduces.



When time reduces, efficiency improves.



When efficiency improves, environmental impact reduces.



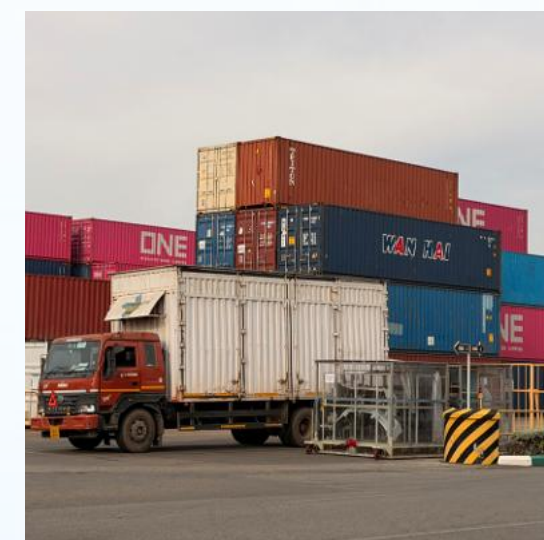
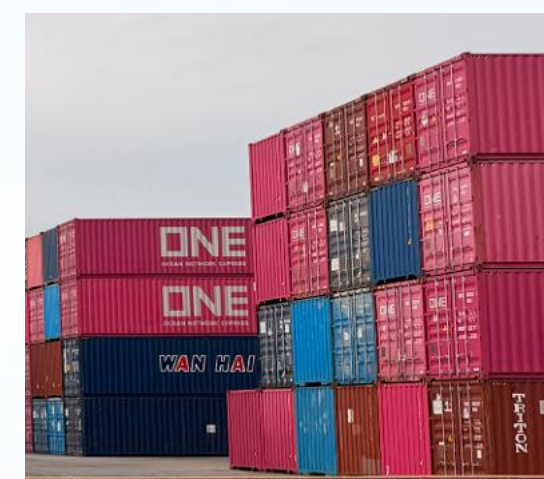
Transitioning Towards Lower-Emission Logistics



Building on an efficient logistics foundation, cleaner & greener transport solutions are being progressively introduced.

- **Electric trucks** are being deployed on selected routes, including Chennai-Bangalore and local corridors.
- **CNG conversion** is being progressively implemented, significantly phasing-out Diesel-based trucks.
- **Rail-based logistics** is being evaluated for long-distance movement, with collaborative approaches explored to enable scalable adoption across the ecosystem.

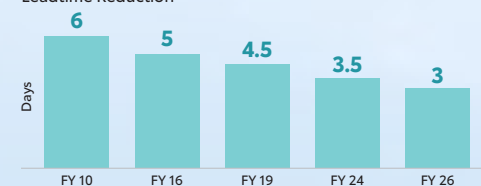
These solutions complement an already optimized system, enabling more effective emission reductions.



Efficiency That Reduces Environmental Impact

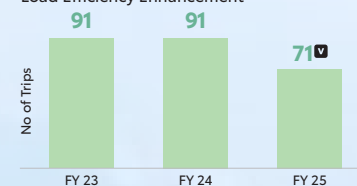
At TKM, logistics is continuously refined through small, deliberate improvements. While each change may seem incremental on its own, together they create a system where **movement is fast, resource-efficient, and environmentally sound**. Sustainability emerges naturally from doing things better, every day. Through this approach, we continue to deliver **Progress that powers everyone**.

Leadtime Reduction



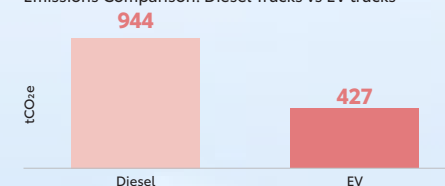
* (for 1 major route, one-way trip)

Load Efficiency Enhancement



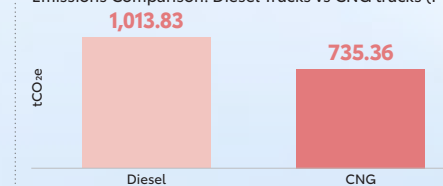
* (No of Trips reduced through packing and loading efficiency)

Emissions Comparison: Diesel Trucks vs EV trucks



* (for 1 specific Route: Estimated reduction upto 50% through EV Trucks)

Emissions Comparison: Diesel Trucks vs CNG trucks (P1)



* (Diesel Truck average emissions per year for all routes: Estimated reduction upto 21% through CNG Trucks)

Water Management



Recognizing water as a finite, shared resource, global frameworks like the **UN's SDG 6 and 12**, and vital national mandates, including **India's Water Act 1974**, and **National Water Mission**, call for urgent, sustainable water stewardship.



In response to this universal call, Toyota's global DNA drives our commitment through the **Challenge 4 of TEC 2050** and our **8th EAP focused on 'Nature Positivity'**, anchoring every action in our core philosophy of 'Respect for the Planet'.

TKM Material Topics
15 19

Toyota Material Focus Areas
Coexistence of Humanity & the Earth



Our Approach From Conservation to Circularity

- At TKM, water stewardship goes beyond reducing consumption – it is about rethinking how water is used, reused, and returned to nature.
- Our approach is anchored in a 5R philosophy – Reduce, Recycle, Reuse, Recover, and Recharge – enabling a transition from linear consumption to a circular water system, where water is continuously valued and reused.



Reduce: Minimise water use at source through process innovation and behavioural change.



Recycle & Reuse: Treat and reintegrate water back into operations.



Recover & Recharge: Replenish groundwater and strengthen local ecosystems.

This integrated approach allows us to reduce dependence on freshwater, build resilience against water stress, and contribute to long-term water availability in the regions we operate.



Translating Strategy to Action

Reduction at Source

- Continuous kaizens, combined with strong operational discipline, **have reduced freshwater usage in production to approximately 9.7%**, significantly lowering dependence on external sources.
- We actively **promote behavioural change** among our members, embedding responsible water use into everyday actions on the shopfloor and beyond.

Advanced Recycling and Reuse

- At the heart of our operations is a state-of-the-art **Wastewater Treatment Plant** with a capacity of **~5,957 KLD**, ensuring all sewage and effluents are treated effectively.
- Equipped with advanced technologies such as **Membrane Bioreactor** and **Reverse Osmosis**, the system enables high-quality water recovery suitable for multiple applications.
- Nearly **60% of treated water is redirected into manufacturing**, while the remaining **40% supports gardening and domestic needs**, ensuring optimal utilization across the facility.
- This closed-loop approach has enabled us to ensure that no untreated water is released into the environment.



Recovering and Recharging

- To safeguard and replenish local water ecosystems, we have implemented integrated water recovery and aquifer recharge systems across our facilities.
- Rainwater is collected from rooftops across all buildings and channelled into two **on-site harvesting ponds with a combined capacity of ~51,000 m³**.
- These efforts are supported by **18 strategically placed recharge pits and an unlined pond** that enable natural groundwater replenishment.
- Together, these initiatives support long-term water availability in the surrounding region.

Securing the Value Chain

- Extending our stewardship beyond our operations, we have **initiated a structured Supplier Water Risk Assessment** to strengthen water management across our value chain.
- This ongoing roadmap focuses on mapping, evaluating, and prioritising water risks, while disseminating best practices and Kaizen-led improvements across suppliers.
- During the year, we commenced training for all Tier-1 suppliers on sustainable water management and water positivity practices, enabling wider adoption of efficient water management approaches.
- Through this collaborative approach, we aim to **scale impact of water conservation** across the broader automotive ecosystem.



Impact Snapshot

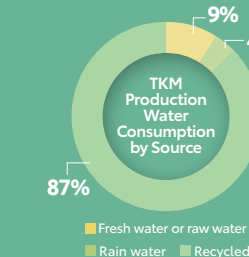
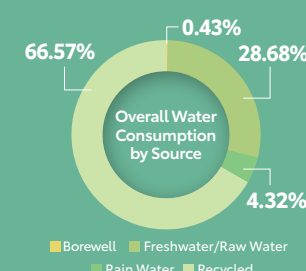
5,25,706m³
of freshwater withdrawn via third party and consumed

13,565m³
of borewater withdrawn

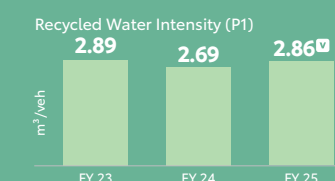
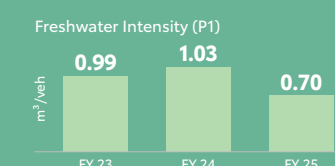
72,242m³
of rainwater consumed

7,63,396m³
of water recycled and consumed

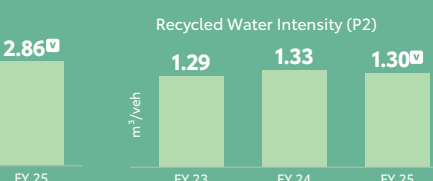
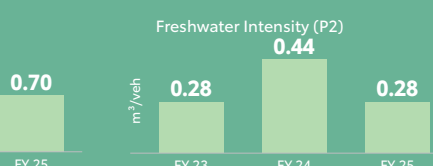
2,22,138m³
of water used for some domestic purposes in FY 25



~90.23%
of manufacturing water requirements met through recycling and rainwater harvesting



~9.7%
reliance on freshwater for production



51,000m³
rainwater harvesting capacity established

Resource and Waste Management



As global demand for materials continues to rise, responsible resource management and waste reduction have become critical to sustainable industrial growth. Frameworks such as the **UN's SDG 12**, along with **India's waste management regulations** and **EPR Guidelines**, underscore the need for a transition towards circular and regenerative systems.



In response, Toyota's global vision is anchored in the **Challenge 5 of TEC 2050**, supported by initiatives such as the **Global Dismantler Project** and **Car-to-Car Recycle Project**. These reflect a **shift from linear consumption to a cradle-to-cradle approach**, where materials are continuously reused and reintegrated into production systems.

TKM Material Topics 12 15
Toyota Material Focus Areas
Coexistence of Humanity & the Earth



Our Approach From Resource Efficiency to Circularity

At TKM, resource management goes beyond reducing material use, it is about **optimising resources across their entire lifecycle**, from sourcing to end-of-life.

Our approach focuses on:

- Minimising raw material consumption through process innovation
- Maximising reuse and recycling within operations and across the value chain
- Ensuring responsible waste management and disposal
- Enabling circular systems that reintegrate materials back into production

Through continuous Kaizen and structured systems, we are building a model where **waste is treated as a resource**, and every material is used to its fullest potential, balancing operational efficiency with environmental responsibility.



Translating Strategy to Action

Optimising Resources Before Production

- Even before manufacturing begins, we embed circularity into our processes through proactive Kaizens that reduce waste generation at source and improve material efficiency.
- Packaging materials, particularly carton boxes and corrugated scrap are systematically reused instead of being discarded, reducing material consumption while minimizing waste.
- Carton boxes are used for export packaging while carton scraps are diverted to manufacturers who produce new boxes that are resupplied back to TKM.
- These early-stage interventions help integrate circularity into the value chain from the outset.

Reducing Material Use at Source

- Across our manufacturing processes, Kaizen initiatives optimize the use of key raw materials such as steel and paint, reducing resource consumption per vehicle.
- Focused efforts on **steel yield improvement** minimize wastage during production, enabling more efficient utilization of raw materials.
- In the P1 paint shop, targeted Kaizens have reduced paint and additive consumption, saving approximately 25.4 MT, while enhancing process efficiency and consistency.
- These initiatives reflect our commitment to **producing more with less, without compromising on quality or performance**.



Enabling Circularity in Manufacturing

- Circularity is embedded within production, where material flows are designed to minimize waste and maximize reuse across the manufacturing lifecycle.
- In our press shops, leftover steel scrap is systematically collected, compacted, and sent to certified suppliers for recycling.
- These materials are then transformed into automotive components and reintegrated into our assembly lines, effectively closing the material loop.
- In FY 25, we **repurposed 10,811 MT of steel scrap**, reinforcing circular material flows and reducing reliance on virgin resources.

Driving Waste Segregation and Recovery

- At the core of our waste management system is a dedicated **Value Yard**, where waste generated across operations is meticulously segregated and routed to authorised recyclers and co-processing vendors.
- This structured approach enables **efficient recovery of materials such as metals, plastics, paper, glass, and e-waste**, ensuring their reintegration into the value chain.
- Hazardous and non-hazardous waste streams are managed responsibly in line with all applicable regulatory requirements.
- Through disciplined segregation and recovery processes, we have significantly minimized waste sent for landfill and incineration, progressing steadily towards our **zero waste-to-landfill ambition**.



Recycled Waste

- Copper, Aluminium & Steel
- Paper, Plastic & Thermocol
- Glass, Rubber & Wood
- Empty Containers
- Spent Solvent & Used Oils
- Battery & E-waste

Non-Recycling Waste

- Sealer Waste
- Glass Wool
- Waste Residues & Sludge

Extending Circularity Across the Value Chain

- Our commitment to circularity extends beyond our operations, as we collaborate with suppliers and dealers to strengthen resource efficiency across the ecosystem.
- Suppliers play a critical role in steel recycling loops, converting scrap materials into reusable components that are reintegrated into production.
- Dealer networks are encouraged to adopt waste reduction practices, including eliminating single-use plastics and improving waste segregation at service operations.
- These collective efforts enable us to scale circularity beyond our facilities, amplifying impact across the automotive value chain.

SUPPLIER SUSTAINABILITY SPOTLIGHT

Lumax Industries (Bangalore Plant)

Lumax Industries' Manufacturing Plant in Bangalore continues to advance its circular economy journey, demonstrating how thoughtfully executed, incremental initiatives can collectively drive meaningful environmental impact.

- Elimination of Single-use Plastics in Packaging**
Corrugated boxes have been innovatively redesigned with lockable flaps, removing the need for single use plastic tape and significantly reducing plastic consumption.

Sustainable Packaging Substitution

Conventional plastic foam covers have been replaced with durable, reusable ESD fabric alternatives, eliminating packaging waste while ensuring sustained product protection and quality.

Bulk Packaging Optimization

Plastic waste has been substantially reduced by transitioning from multiple small, individually packaged bags to a consolidated bulk packaging approach, combining approximately 40 small bags into a single, more efficient and manageable unit.



Impact Snapshot

50,141.14MT^v
total waste generated across operations

46,642.61MT^v
non-hazardous waste

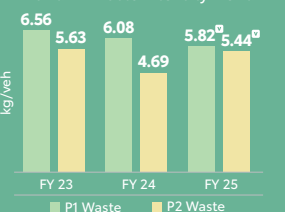
3,498.80MT^v
hazardous waste

47,914.47MT^v
recycled, ~95.6%

2,223.46MT^v
co-processed, ~4.43%

3.26MT^v
sent to landfill only, ~0.07%

P1 and P2 Waste Intensity Trend



98,987.8MT^v
of steel consumed

10,812MT^v
of steel scrap repurposed into production cycles

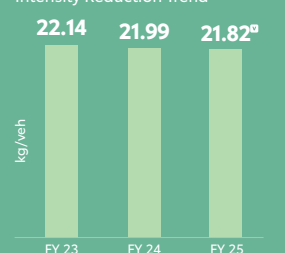
331.68KG/VEH^v
P1 Steel Intensity

70.13%^v
steel yield ratio achieved for 1 model in FY 25

~25.4MT

reduction in P1 paint and additive consumption through Kaizens

P1 Body Paint + Additives Intensity Reduction Trend



Biodiversity

TKM Material Topics
18 20

Toyota Material Focus Areas
Coexistence of Humanity & the Earth



Biodiversity forms the foundation of natural systems that support food security, water availability, and climate stability, making it essential to long-term resilience for both people and the planet.



As habitat loss and ecosystem degradation accelerate, global frameworks such as the **Kunming-Montreal Global Biodiversity Framework** and **UN SDGs 13, 14 and 15** emphasize the need to conserve and restore ecosystems at scale.



Aligned with Toyota's philosophy of **Respect for the Planet** and **Challenge 6: Establishing a Future Society in Harmony with Nature under TEC 2050**, we are working toward creating a net positive impact on ecosystems.



Our Approach Coexistence of Business and Nature

At TKM, our approach is rooted in the belief that business growth must be realized in harmony with nature. To advance this vision, biodiversity conservation is integrated across our operations and surrounding ecosystems through three core programs:



Toyota Greenwave Project

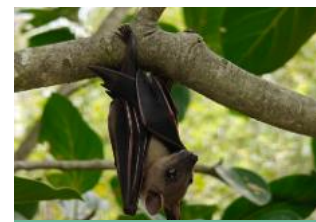


Today for Tomorrow



Education for Sustainable Development (ESD)

Translating Strategy to Action



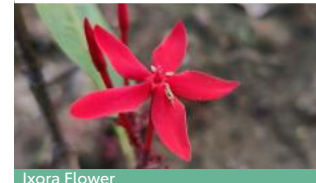
Short-nosed Fruit Bat (Sub adult)



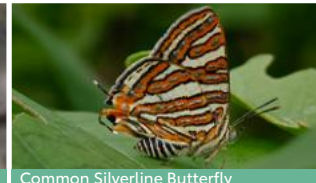
Indian Flapshell Turtle



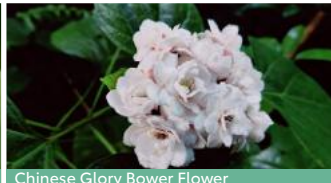
Purple Sunbird



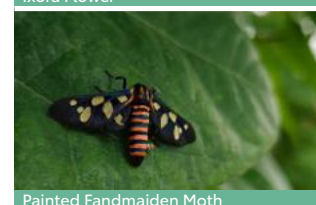
Ixora Flower



Common Silverline Butterfly



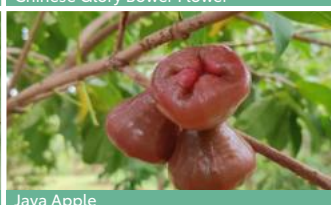
Chinese Glory Bower Flower



Painted Fandmaiden Moth



Indian Tree Frog



Java Apple

Toyota Greenwave Project

- Through the **Toyota Greenwave Project**, TKM focuses on creating ecologically resilient habitats using Miyawaki afforestation and strategic greenbelt development. These efforts have gradually transformed the Bidadi plant into a manufacturing ecosystem aligned with the principle of **Harmony with Nature**.
- Introduced in 2009, the initiative is supported by an in-house nursery and sustained through large-scale plantation drives, reinforcing our long-term commitment to environmental stewardship.
- Today, **113 acres** of TKM are covered with native vegetation, supporting a rich biodiversity base within the manufacturing campus at Bidadi.

Today for Tomorrow

- The **Today for Tomorrow** program extends biodiversity conservation beyond plant boundaries by focusing on landscape-level restoration, strengthening local ecosystems, and enhancing ecological resilience across the region.
- During the reporting year, interventions included **afforestation at Bannerghatta Biological Park (10 hectares)**, **lake rejuvenation at Abbanakuppe (3.4 acres)**, and **afforestation at the Police Training Centre (14.6 acres)**.



Ecozone: A Hub for Conservation and Education

- Established as a space for conservation and experiential learning, the **Ecozone spans 25 acres** within the TKM Bidadi campus.
- Designed as a living ecosystem, it supports **790+ floral species** and **490+ faunal species**, including birds, insects, reptiles, and mammals.
- 16 curated educational zones** - ranging from deciduous forests and wetlands to pollinator habitats - provide suitable environments for both resident and migratory species.
- Alongside in situ conservation, the Ecozone functions as a platform for experiential learning and environmental awareness.



Education for Sustainable Development (ESD)

- The **ESD program** focuses on fostering environmental stewardship among students and communities through experiential learning.
- Structured programs conducted at Ecozone provide training on biodiversity, climate change, waste management, water stewardship, and sustainable practices.
- To translate learning into action, reinforce responsible environmental behaviours, and build-long term awareness, students undertake hands-on projects, leading initiatives such as **afforestation, plastic reduction, upcycling, and community cleanups**.

A Need Assessment for Environmental Responsibility

- To align interventions with local priorities, a **comprehensive CER needs assessment** was conducted across communities surrounding TKM. Insights from stakeholder engagement and on-ground assessments informed the development of a structured **three-year roadmap** to guide biodiversity, water, and community resilience initiatives.



Impact Snapshot

8,118 tCO₂e^v
Carbon sequestered through TKM greenbelt*

* as per latest FY 24-25 assessment

62,729^v
Students trained at Ecozone since 2019

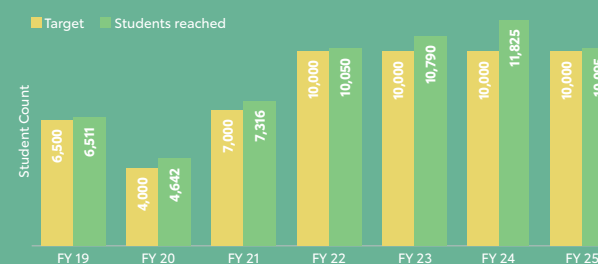
10,095^v
Students engaged across 92 schools in FY 25

87
School projects received in FY 25

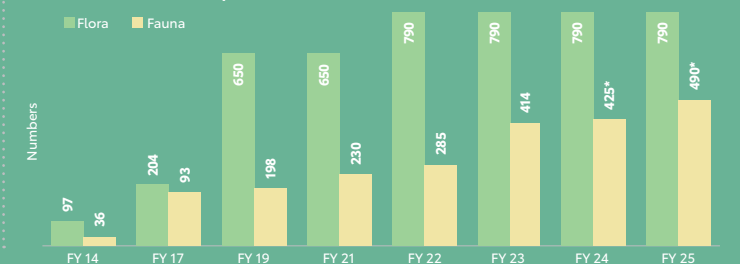
790+^v
Floral species recorded at TKM

490+^v
Faunal species recorded at TKM

Students Trained in Ecozone

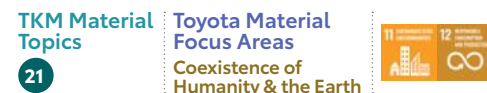


Flora and Fauna Species



(Including 262 insects, 107 birds, 69 butterflies, 25 reptiles, 15 mammals, 10 amphibians, and 2 crustaceans)
* Last external assessment was conducted in FY 23-24. Additional faunal species in FY 24-25 and FY 25-26 were internally assessed

Other Emissions Management



Clean air is fundamental to human health, environmental protection, and sustainable urban development. Global frameworks such as the **UN SDGs 11 and 12**, the **WHO Global Air Quality Guidelines**, and **India's National Clean Air Programme and National Ambient Air Quality Standards (NAAQS)** highlight the urgency of managing air pollutants beyond greenhouse gases.



At Toyota, environmental responsibility extends beyond carbon. Guided by stringent global policies on chemical management and emission control, we actively work to reduce pollutants that impact air quality, ecosystems, and communities.



Our Approach Beyond Compliance to Proactive Control

At TKM, managing non-GHG emissions is about anticipating risks, improving processes, and reducing impact at source, going beyond the regulatory compliance.

Our approach focuses on:



Monitoring emissions across all operations with defined standards



Reducing emissions through Kaizen-driven process improvements



Deploying advanced control technologies to limit pollutant release



Transitioning to safer and lower-impact alternatives wherever feasible

Through this structured approach, air quality considerations are integrated into daily operations across facilities.



Translating Strategy to Action

Reducing Volatile Organic Compound (VOC) Emissions

- Within our operations, VOC emissions primarily arise from paint shops, where paints, thinners, and adhesives are used in coating vehicle bodies and bumpers.
- Through continuous Kaizen initiatives, we optimize paint application processes, reducing solvent usage and associated emissions while maintaining product quality.
- Since FY 23, focused improvements across plants have led to certain measurable reductions in VOC intensity.



Controlling Stack Emissions

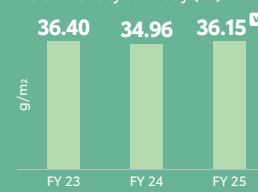
- We rigorously monitor stack emissions across all facilities to ensure compliance with the National Ambient Air Quality Standards (NAAQS) and Central Pollution Control Board (CPCB) norms.
- Advanced air pollution control systems, including filtration and scrubbing technologies, are deployed to manage emissions of **Suspended Particulate Matter (SPM), Sulphur Dioxide (SO₂), and Nitrogen Oxides (NOx)**.
- Strengthening of monitoring systems and control mechanisms has contributed to reductions in SO₂ and NOx emissions in recent years.
- Regular audits and real-time monitoring ensure emission levels remain within prescribed limits.

Phasing Down Ozone-Depleting Substances (ODS)

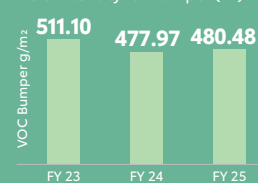
- To minimise environmental impact across TKM, we are actively reducing usage of the refrigerant R22 and transitioning to non-CFC alternatives R-32 and R-410A.

Impact Snapshot

VOC Intensity for Body (P1)



VOC Intensity for Bumper (P1)



246.69 MT/A SPM

0.076 MT/A SO₂

0.406 MT/A NO_x

19.38 MT/A CO

32 air conditioning units were transitioned to non-CFC gases

Social



At Toyota, progress has always been about people. From the principles envisioned by Sakichi Toyoda to the values embodied in The Toyota Way, Toyota's journey has been guided by a deep belief in human potential and the responsibility of business to contribute positively to society. This philosophy is reflected in our commitment to *Respect for People*, one of the two fundamental pillars that continue to guide Toyota globally.

For generations, Toyota has believed that sustainable growth begins with developing people. Technology, products, and processes may evolve, but it is people who drive innovation, solve problems, create value, and shape the future. This belief has given rise to a culture built on continuous learning, mutual trust, teamwork, and the pursuit of improvement.

Over time, this commitment has extended beyond our workforce to encompass customers, partners, suppliers, and the communities we serve. It is reflected in our mission of *Producing*

Happiness for All, which recognizes that business success must ultimately contribute to improving lives and creating opportunities for others.

As Toyota continues its evolution into a mobility company, our focus on people remains unchanged. Whether through developing future-ready talent, fostering safe and inclusive workplaces, upholding human rights, strengthening communities, or enabling mobility solutions that improve quality of life, we remain committed to creating value that extends beyond business outcomes.

Today, the social priorities that guide our sustainability journey are not new commitments shaped solely by emerging expectations. Rather, they are an expression of values that have long been embedded in Toyota's culture and way of working.

Because at Toyota, creating a better future begins with investing in people, empowering communities, and *Producing Happiness for All*.

Employees



People are at the core of sustainable development, driving innovation, operational excellence, and long-term value creation. Global frameworks such as the **UN SDGs 1, 8, and 10**, alongside Indian labour laws and policy reforms, emphasise the importance of fair employment, inclusive growth, and workforce well-being.

TKM Material Topics
4 5 22

Toyota Material Focus Areas
Supporting Communities and Employment
Active Contribution by All



At Toyota, this commitment is embedded in the philosophy of *Respect for People*, supported by structured talent development and leadership frameworks that strengthen the organization from within.



Our Approach

Building a Responsible and Inclusive Workforce

At TKM, this translates into a comprehensive approach to human capital management focused on fair practices, capability-building, and creating an inclusive and supportive workplace. It is centered on creating an environment where individuals can contribute, grow, and thrive.

Our approach focuses on:



Ensuring fair, transparent, and compliant employment practices



Enabling equitable access to opportunities and local employment



Strengthening employee engagement through structured dialogue and participation



Supporting well-being through comprehensive benefits and workplace systems

This enables a workforce that is engaged, empowered, and aligned with organizational values.



Translating Strategy to Action

Strengthening Governance and Fair Practices

- Our human resource strategy is guided by a comprehensive **Code of Conduct**, supported by policies that ensure ethical and compliant workforce management.
- The **Local Employment Policy**, aligned with the Sarojini Mahishi Committee recommendations, prioritizes local hiring and supports employability across Karnataka.
- Compensation frameworks are designed to be fair, transparent, and aligned with roles and performance, while complying with applicable regulations.
- Principles such as **equal pay for equal work** are implemented across the workforce, supported by compliance audits and monitoring systems.



Enabling Local Employment and Inclusive Hiring

- Our recruitment process for the Bidadi Manufacturing process spans all 31 districts of Karnataka, enabling equitable access to employment opportunities across diverse communities.
- 100% of our workforce in the manufacturing process is sourced locally, with a strong focus on empowering rural youth and supporting regional development.
- Structured hiring and onboarding systems ensure equal opportunity and non-discrimination across all stages of employment.



Supporting Employee Well-being and Benefits

- Comprehensive benefits for employees include medical insurance, life insurance, accident coverage, and parental leave.
- Retirement benefits such as Provident Fund, Gratuity, NPS, and Superannuation support long-term financial security.
- Additional provisions, including optional six-month sabbaticals, enable employees to pursue personal and professional development.
- Benefits are regularly reviewed and updated alongside evolving workforce requirements.

Strengthening Grievance Redressal Mechanisms

- Multiple channels are available for employees to raise concerns, ensuring accessibility, confidentiality, and timely resolution.
- Structured systems such as surveys, committees, and quality-circles enable continuous feedback and improvement across operations.



Direct Channels
Employees connect directly with supervisors, HR, or the Employee Relations Officer in 1 on 1, confidential settings.



Weekly Meetings & Speak to HR
Forums promote open dialogue for early interventions and resolutions.



Toyota Mithra App
In-house app offers a quick and confidential grievance submission option.



Samvada & Open House Forums
Employees engage directly with the leadership and senior management to share and resolve concerns.



Email & Whistle-blower Forums
Confidential channels to raise sensitive issues and report misconduct.



Structured Interactions
Sessions with HOD and HR for new joiners.



Employee Partnering
Proactively address engagement and satisfaction.

Fostering Employee Engagement and Partnership

Employee engagement is anchored in the philosophy of Mutual Trust and Responsibility, enabling collaboration across all levels of the organization.

Collective bargaining rights are recognized, with structured engagement through employee representatives and union partnerships.

A Memorandum of Settlement, renewed every two years through tripartite discussions, covers wages, working conditions, health, safety, and long-term welfare. The latest MOU was signed in FY25-26.

Regular forums, including weekly and monthly meetings, enable continuous dialogue between management and employee representatives. Minutes of the meeting, and the resolutions are documented and tracked consistently.

A minimum three-week notice period is legally maintained for significant organizational changes.



Impact Snapshot



6,662
Permanent employees

6,260
Other-than-permanent employees

726
New hires (excluding fixed-term)

7,420
Fixed-term hires

100%
Workforce trained on human rights

100%
of eligible members are under collective bargaining - as per the Trade Union Act

256
Employees availed paternity leave

03
Employees availed maternity leave

01
Employee returned to work after maternity leave

Learning and Development

TKM Material Topics
9

Toyota Material Focus Areas
Supporting Communities and Employment
Active Contribution by All



As industries transition toward advanced technologies and new mobility solutions, continuous learning and workforce development are critical for building resilient organizations and future-ready talent.



Global goals such as **SDG 4, 8, and 10**, alongside national initiatives like **Skill India** and **Make in India**, highlight the need to bridge skill gaps and strengthen workforce capabilities.



At Toyota, developing people is central to long-term value creation, guided by our mission of **Producing Happiness for All** and TKM's vision of **Grow India, Grow with India**.



Our Approach

- Our Learning and Development approach focuses on strengthening capability across all levels of the organization.
- Middle-management and above are developed as Toyota professional leaders through a **Teach and Be Taught** mindset, fostering transformational leadership and global perspectives.
- Junior management is empowered to become a competitive workforce by strengthening Toyota DNA, enhancing performance, and continuously evolving through learning, practice, and knowledge sharing.

Translating Strategy to Action Understanding Learning Needs

To address evolving capability needs, we follow a structured learning and development process covering assessment, design, deployment, and review.



Training-Need Analysis

Conducted through Quick HR surveys, focus group discussions, one-on-one interviews, interactions with Group and Functional Heads, online surveys, performance and competency evaluations.



Design

Programs are developed for target-groups using Accelerated Learning pedagogy.



Deployment

Implemented through a top-down approach.



Mechanism

Annual and monthly training calendars are communicated to employees.



Review

Progress is reviewed weekly by the Heads of L&D Team and HR & Services, with monthly updates shared with Functional Heads in the Management Committee.

Learning Programs

TKM's learning ecosystem integrates **corporate programs, functional training, and external learning opportunities**, delivered through classroom sessions, digital learning platforms, skill contests, on-the-job development, and on-the-job training.

- Corporate programs include modules from **Toyota Motor Corporation, Toyota Motor Asia**, and **customized TKM initiatives**, reinforcing Toyota culture and operational excellence.
- Mandatory programs strengthen awareness across critical areas such as human rights, code of conduct, corporate governance, POSH, safety, occupational health, environmental management, Toyota Production System, fire safety, etc.
- Life Skills programs such as **Mendomi, Customer First Mindset, Cyber Security & Confidentiality Management, Art of Receiving** and **Giving Feedback** support targeted employee groups.



Leadership and Professional Development

Toyota Kirloskar Motor focuses on leadership development by assigning challenging roles, job rotations, ICT-based learning, and capability building through the **Leadership Academy** and **Action Learning Projects**.

The Leadership Academy is anchored on three core pillars: **Inheritance & Evolution, Mindset for Organizational Transformation**, and **Cross-Functional/Regional View**. To operationalize these pillars, targeted initiatives such as the **Leadership Development Program (LDP)**, **Management Development Program (MDP)**, and the **Toyota Business Practices Reinforcement Development Program (TRDP)** are implemented to enhance leadership, managerial, and problem-solving abilities across all levels.

The framework focuses on leadership development across all employee categories to develop emerging leaders.

Individuals are further upskilled via participation in external programs by CII, IoD, FICCI, ACMA, and other bodies, offering exposure to industry trends and mobility developments.

Measuring Impact and Development

Training effectiveness is evaluated using **Kirkpatrick's evaluation model**, ensuring that learning programs deliver measurable outcomes.

Employees participating in problem-solving training undertake business improvement projects and present results to evaluation panels comprising business leaders and HR representatives.

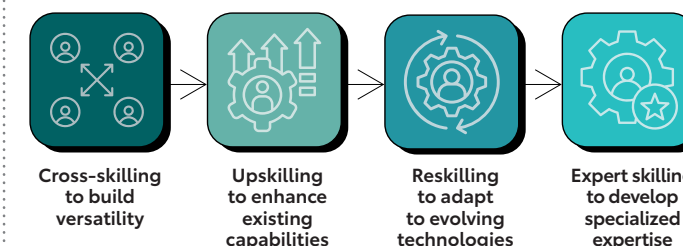
Performance goals are reviewed bi-annually under the Toyota Way Competency Framework to support consistent development and fair evaluation.



Empowering Employees Beyond the Workplace

TKM supports holistic development through programs that strengthen life skills and career progression.

CURE Skill Development Framework



Voluntary Separation Scheme

Employees interested in pursuing entrepreneurial opportunities may also access structured transition support through a Voluntary Separation Scheme.



Impact Snapshot



5,81,258
Training hours delivered

~87.25
Average training hours



₹6.25 MN
Spent on External Training



58
Employees received global training exposure

98
Apprentices sent to Japan as part of the training initiatives

Building Capability for the Future of Mobility

At Toyota Kirloskar Motor, learning is viewed as a lifelong journey. Through Toyota India Center of Excellence, we foster a comprehensive learning ecosystem that nurtures talent across multiple stages - from foundational behavioral development in schools to advanced technical capabilities for the future of mobility. Through partnerships with government institutions, academia, and industry, we are shaping responsible citizens, industry-ready technicians, and future-ready engineers for India's evolving mobility ecosystem.

Shaping Young Minds through Behavioral Excellence

Education is most impactful when it shapes character alongside knowledge. Through Toyota India Center of Excellence's Elementary Education initiative, we work with schools to nurture discipline, civic awareness, and responsible behavior among young learners.

Program Initiation

The initiative was **piloted in February 2025** at the Government Elementary School in **Bidadi, Karnataka**, in collaboration with the **Department of Education, Government of Karnataka**. Following encouraging outcomes, the program expanded to **23 schools across Karnataka** between **August 2025** and **March 2026**.



Program Approach

- Diagnostic visits to identify behavioral and systemic gaps.
- Behavioral learning guided by the Chi-Toku-Tai framework for holistic child development.
- Train-the-Teacher programs expose educators to Toyota's practices.
- School infrastructure improvements to reinforce best practices.

Bridging Classrooms and Industry through Vocational Education

Preparing students for the future of work begins early. Through a collaboration with **Samagra Shikshana Karnataka**, TKM has introduced vocational automotive learning for students in Grades 9-12.

Program Scope

- 8+7** Implemented across **8 government schools** in **7 districts of Karnataka**
- 800** Students expected to benefit (approx.)



Program Approach

- Establishment of **automobile skill laboratories** in participating schools.
- Train-the-Trainer programs to strengthen faculty capability.
- Hands-on learning in automotive systems and tools.
- Integration of life skills including safety awareness, discipline, ethics, and civic responsibility.



Toyota Skill Academy: Developing Industry-Ready Technicians

India's demographic strength can become a powerful economic driver when supported by strong skill ecosystems. Through the **Toyota Skill Academy**, we are enabling rural youth to become globally competitive technicians.

The initiative includes the **Toyota Technical Training Institute (TTTI)**, a three-year free residential training program combining technical training with holistic development, and the **Toyota Kaushalya** 'Learn and Earn' model, which integrates structured training with industry exposure.



Scale and Reach

- 1,200** students trained annually at TTTI
- 1,400+** graduates have been offered employment across Toyota's ecosystem, including overseas assignments
- 122** Karnataka + Maharashtra institutions strengthened



Engineering the Future: Building India's Auto-IT Talent Pipeline

As mobility evolves toward intelligent and software-defined vehicles, the demand for specialized Auto-IT talent continues to grow. To address this need, TKM has launched an Auto-IT Engineers and Technicians Development Initiative.

A key component of the initiative is a collaboration with Presidency University, Bengaluru, to launch a two-year M.Tech program in Automotive Information Technology.

Program Approach

- Curriculum integrates automotive engineering and IT systems
- Specialized laboratories supported by TKM
- Experiential learning in automation, diagnostics, robotics, and mobility software systems
- Internship opportunities within TKM's ecosystem

Skill Excellence Recognized at the National Level

The impact of TKM's skill development program is reflected in the achievements of its trainees.

In October 2025, **Mr. Manjunatha S**, a trainee from the **Toyota Kaushalya's Learn and Earn** program, was felicitated by the **Hon'ble Prime Minister of India** for securing the **National Top Rank** in the **2024 All India Trade Test** conducted by the **Directorate General of Training (DGT)**. He was the only candidate from Karnataka to achieve this distinction.



Diversity, Equity, and Inclusion



Diversity, equity, and inclusion shape sustainable progress by transforming livelihoods and empowering all people to thrive. Global frameworks such as the **UN SDGs 5, 8, 10**, and India's priorities such as the **NEP 2020** and **Skill India**, DEI advance equitable opportunity and inclusive growth.

TKM Material Topics
4 8 9

Toyota Material Focus Areas
Active Contribution by All



Across Toyota, we enhance DEI through inclusive leadership, diverse talent pipelines, and global employee networks, empowering employees and enabling them to reach their fullest potential.



Our Approach

Enabling Equity through Systems and Culture

At TKM, our structured approach to DEI, focuses on removing barriers, enabling equitable opportunities, and fostering a culture where every individual feels valued and included. DEI is integrated across policies, processes, workplace culture, and upheld across the organization.

Our approach focuses on:



Strengthening governance through policies, committees, and accountability.



Promoting diversity across gender, culture, and backgrounds.



Enabling equitable access to opportunities, training, and career progression.



Building an inclusive culture through awareness, sensitization, and engagement.

This ensures that inclusion extends beyond representation to meaningful participation and growth.

Translating Strategy to Action Strengthening Governance and Accountability

- Our DEI framework is guided by the **Code of Conduct** and statutory policies, including POSH, whistleblower mechanisms, and grievance redressal systems
- These strategies are overseen by a dedicated **DEI Council** led by Mrs. Manasi N. Tata.
- We have established a **Business Reform Team** and benchmarked best practices to ensure continuous compliance and progress in our DEI initiatives.
- To maintain a safe environment, a **mandatory POSH committee** bolsters our response to untoward incidents, ensuring all concerns are addressed proactively.
- A comprehensive **DEI Manual** provides structured guidance across the organization, supported by specialized committees to address concerns and ensure accountability.



Advancing Gender Diversity in Manufacturing

- Focused efforts are being made to increase women's participation across both office and shopfloor roles.
- Dedicated trainings and skill development programs have enabled the integration of women into production roles.

855 women are part of the workforce, representing **6.6%**



TKM's total workforce.

238 women work in the office and engineering roles, representing **12.6%**



TKM's workforce involved non-manufacturing process.

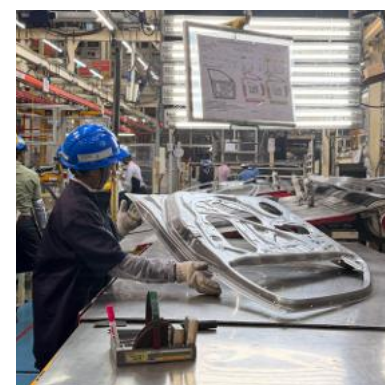
617 women work on the line in the shopfloor, representing **5.6%**



TKM's workforce involved in the manufacturing process.

Enabling Access and Infrastructure for Inclusion

We adapted shopfloor environments to support our female workforce by introducing gender-sensitive manufacturing processes, suitable PPE, reformed workwear, inclusive restrooms, and ergonomic tools.



To enhance the participation of women in night shifts, we secured government approval and introduced commutation services equipped with GPS tracking and CCTVs for added security.

Building Skills and Career Pathways for Women

Through the **Toyota Kaushalya program**, **TTTI**, and **GTTC**, we provide **residential training to women** from diverse backgrounds, preparing them with essential automotive skills.

To ensure the seamless integration of female members into production, our immersive training combines technical skills like TPS, Safety, and Quality along with hands-on line experience, life skills, and personal fitness development.

These initiatives ensure that trainees gain the practical skills essential for their roles and long-term professional growth.



Driving Awareness and Inclusive Behaviour

- Through our "Samvardhana" gender sensitization program, we proactively equip supervisors to address unconscious biases and foster inclusive behaviours in all workplace interactions.
- We conduct mandatory POSH sensitization, ensuring every member of the workforce is trained and annually retrained on appropriate and respectful workplace behaviours.
- Over 12,000 employees have been sensitized on the POSH policy to reinforce our commitment to a safe culture.



Impact Snapshot



249
Permanent women employees

606
Temporary women employees + workers

617
Women in manufacturing

238
Women in non-manufacturing



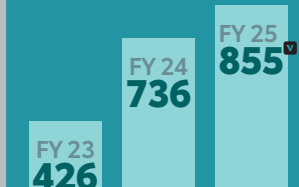
12,000+
Employees sensitised on POSH

100%
POSH cases resolved



~432
Women dormitory capacity

Women Workforce at TKM



Employee Engagement

At TKM, we foster a people-first engagement culture that values employees as individuals shaped by their families, communities, and lived experiences, creating a workplace where everyone feels respected and supported. Through a wide range of initiatives we strengthen belonging, promote well-being, and build a cohesive 'Toyota Family' grounded in care and connection.



Toyota Talent Connect 2025

An engaging leadership connect brought together new engineers and senior leaders for meaningful conversations, cultural immersion, and shared reflections. This year, 194 young team members experienced firsthand what makes TKM a truly inspiring place to grow.



Samvaada

Samvaada, our ongoing initiative, promoted transparent dialogue between Management and Team Members, addressing business priorities and employee concerns.



Sports

Through our annual Ekiden Relay Race, along with cricket, badminton, yoga, and Stepathlon we fostered teamwork, well-being, and community spirit through sports and fitness. Reflecting this spirit on a global stage, TKM's Men's team secured 1st place and the Women's team achieved 3rd place in the Overseas Category of the Global Ekiden Race hosted in Japan.



Women's Day Celebration

On International Women's Day, we celebrated our strong and inspiring community of women in the office and the shop floors who are redefining gender representation within the automotive industry.



Global Quality Control Circle

Through structured monthly learning sessions, culminating in participation at the Global Quality Control Circle in Japan, we strengthened our Kaizen culture by combining global exposure with employee led continuous improvement.



Sparsh

In Sparsh, employees and managers connected beyond professional roles, fostering trust, open communication, and stronger working relationships.



Suggestion Award

Our Suggestion Award recognized employees who championed innovation and continuous improvement, motivating the broader community towards sustained change. In FY 25, of 113 suggestions submitted, 12 employees received High-Value Suggestion Awards with ideas that capture true impact and their passion for Kaizen culture.



Long Service Award

Through its Long Service Awards, we honored dedication and loyalty, appreciating 13 employees in FY 25 for their sustained commitment and contributions to TKM.



Family Plant Visit

Through our Family Plant Visit program, we warmly welcomed more than 563 family members into the campus - giving them a glimpse into the workplace their loved ones helped build.



Namma Toyota Habba

Namma Toyota Habba 2025 celebrated Karnataka's rich cultural heritage through performances of traditional folk-art forms, reinforcing the company's deep connection with local communities and its commitment to honoring and preserving regional traditions.

TKM's Got Talent

Namma Toyota Habba 2025 featured an exciting platform for employees and families to showcase their diverse skills and creativity. 293 members participated in performances encompassing music, dance, storytelling, and art.



Drum Tao Concert in Bidadi

At Namma Toyota Habba 2025, a dynamic fusion performance by DRUM TAO - TKM's brand ambassador - and Bengaluru's Team Swaha showcased how global excellence and local heritage can seamlessly blend, reflecting Toyota's belief in cultural connection and its commitment to honoring both Japanese artistry and Indian tradition.



Occupational Health

TKM Material Topics
4 5 10

Toyota Material Focus Areas
Active Contribution by All



Sustainable business depends on providing safe and healthy working conditions that enable people to contribute fully without risk of injury or ill health.

Robust occupational health practices positively influence employee well-being, work quality, and productivity - enabling *Progress that Powers Everyone*.

These standards are embedded and upheld at TKM through Toyota's core values and integrated strategies.

Standards for preventing harm and promoting health are guided by the



International Labor Organization (ILO)



International Organization for Standardization (ISO)



World Health Organization (WHO)



Occupational Safety, Health, and Working Conditions Code (OSH) 2020, and applicable State Factories Rules.

Our Approach A Holistic Health Framework

- At TKM, health and well being are addressed through a comprehensive Occupational Health Framework (OHF) focused on prevention, early intervention, and holistic workforce well being.
- Key Dimensions of OHF**
 - » **Healthy Person:** Enabling physical and mental well-being.
 - » **Healthy Process:** Integrating health into operational systems.
 - » **Healthy Environment:** Ensuring safe and supportive workplaces.
- Core Pillars of OHF**
 - » **100% Health Commitment:** Universal access to health screening and monitoring.
 - » **Energetic Body:** Promoting physical health and preventive care.
 - » **Constructive Mind:** Enabling psychological resilience and mental well-being.



Translating Strategy into Action



100% HEALTH COMMITMENT



- Governance & Culture**
- Active Speak-Up culture with zero tolerance for harassment or retaliation
 - Real-time monitoring through regular audits and surveys



- Mandatory**
- Annual and pre-employment medical screenings



ENERGETIC BODY - PHYSICAL HEALTH



- Age and Hazard Specific Preventive Screenings**
- Master health check (40+ years)
 - Onsite health check (<40 years)
 - Cardiac risk screening (35+ years)
 - Hazard and job-specific screenings (e.g., chemicals, noise, manual handling)



- Lifestyle and Wellness Interventions**
- Stepathon challenge
 - Lifestyle clinic, dietitian consultations, health awareness sessions
 - Ergonomics and muscular-skeletal disorder prevention



- Vaccination & Emergency Preparedness**
- Annual flu vaccination drives
 - First aid & CPR certification programs
 - Injury management, mass casualty, and emergency response plan



- Supportive Infrastructure**
- Onsite OHCs and 1:1 doctor consultations
 - Pharmacy and prescription services



- Rehabilitation Support**
- Dedicated physiotherapy units
 - Hospitalization and disability leave provision



PSYCHOLOGICAL RESILIENCE - CONSTRUCTIVE MIND



- Policy & Culture**
- Psychological Safety Policy
 - Active Speak-Up Culture with zero tolerance for harassment or retaliation



- Access to Support - Aasare 2.0**
- 24/7 mental health helpline
 - Onsite counsellors - free and confidential
 - Stress management and wellbeing workshops

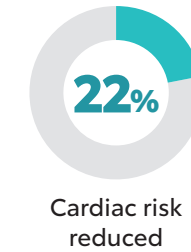
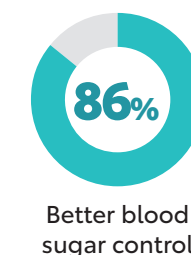
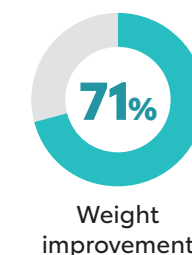


- Manager Empowerment**
- Mental Health First Aid Training for managers using the Recognize, Reflect, Refer model



- Feedback Mechanisms**
- Periodic Psychological Safety Surveys

Lifestyle Clinic Outcomes 1,600 participants



Stepathon

1,287 Participants
161 Teams
1,42,861 KM Covered

Impact Snapshot



99.5%
Annual health screening coverage



85%
Flu vaccination coverage



100%
Pre-employment screening compliance



100%
Contractor health screening



1,068
Employees trained in First Aid



150
Employees trained in Psychological safety



1,440
Participated in Health awareness

Occupational Safety



Sustainable business relies on safe workplaces where people contribute fully, free from injury risk. Safety drives well-being, work quality, and productivity, and is central to our vision of progress for all.



Global frameworks like **UN SDGs 3 and 8**, along with **ILO, WHO**, and **ISO** standards and national laws such as the **Occupational Safety, Health and Working Conditions Code 2020**, emphasize preventing risks and ensuring safe workplaces.



At Toyota, safety is a non-negotiable priority embedded in the philosophy of *Respect for People*. This is translated into a comprehensive and proactive safety culture that integrates systems, behavior, and design to ensure safe and resilient operations.

TKM Material Topics
4 5 10

Toyota Material Focus Areas
Active Contribution by All



Our Approach

At TKM, safety is anchored in a never-compromise mindset, with a clear goal of embedding safety into every activity.

Our approach is guided by:

- **Safe Man:** Building awareness, capability, and ownership.
- **Safe Machine:** Ensuring built-in safety through design and controls.
- **Safe Workplace:** Creating hazard-free and well-managed environments.

At the core of this approach is the belief that *'Safe work is the gateway for all work'*.

Our robust governance framework includes:

- **Occupational Safety & Health (OH&S) Committee:** Superintended by the EVP occupier & director with a central secretariat coordinating safety across functions.
- **Occupational Safety & Health Management System (OSHMS):** Monitors 69 parameters (as defined by Toyota) using a structured PDCA framework.
- **OSHMS Scoring System:** Evaluates safety performance on a scale of 1 to 5 and drives corrective actions through Monthly and Shop Safety Committee Meetings involving management and trade union members.
- **Regular Internal and External Audits:** Conducted to strengthen safety performance and ensure continuous improvement.

Translating Strategy to Action

Safe Man: Building Capability and Awareness

- Safety training is embedded across the employee lifecycle through structured induction and recurring programs for employees and contractors.
- Core safety practices such as 'Stop, Look, Go' and 'Stop, Call, Wait' are reinforced to build situational awareness.
- Role-based and skill-based training programs cover critical areas such as LOTO, firefighting, CPR and first aid, evacuation, hot work, height work, and abnormality management.
- Preventive programs promote PPE compliance, ergonomics, posture, hygiene, and safe work practices.
- Advanced capability-building initiatives, including government-certified and specialized programs, strengthen expertise in hazard identification, chemical safety, and emergency preparedness.



CASE IN PRACTICE 'Anybody Can Do' (ABCD) Program

- The ABCD initiative ensures that manufacturing processes are ergonomically designed to be safely performed by individuals across gender and physical attributes.
- It integrates Toyota Ergonomic Burden Assessments (TEBA), global best practices, and employee feedback.
- Key risk factors such as lifting loads, posture burdens, vibration, noise, chemical exposure, and reach are evaluated.
- Continuous Kaizen improvements enhance safety, inclusivity, and working comfort.

Safe Machine and Safe Workplace: Designing for Safety

- Safety is integrated into operational design through TPS, ensuring safe layouts, industrial hygiene, and hazard control.
- Every shift begins with structured safety check-ins and comprehensive workplace inspections to proactively identify and address risks.
- High-risk manufacturing areas are prioritized for enhanced safety controls.



CASE IN PRACTICE Enhanced Risk Control in High-Risk Areas

- Preventive safeguards such as machine guarding, safety interlocks, emergency stop systems, and explosion-proof installations are embedded into process design.
- Advanced monitoring systems, including heat, flame, gas, pressure, and air-quality sensors, enable early detection and rapid response.
- Protection systems such as fire suppression networks, spill response mechanisms, and emergency isolation minimize the impact of potential incidents.
- Structured procedures, maintenance systems, audits, and mock drills ensure operational discipline and emergency readiness.

Proactive Risk Management & Hazard Control

Risks are proactively identified and managed through embedded systems across operations.

Daily Kiken Yochi Training (KYT), workplace inspections, changepoint confirmations, and a 24/7 concern-raising platform strengthen risk awareness.

Hiyari Hatto platforms enable near-miss reporting, supported by corrective action and knowledge-sharing (Yokoten).

Incident investigations incorporate worker input to drive continuous improvement.

Hazard Identification & Risk Assessment (HIRA)

Risks are systematically assessed using HIRA and the Hierarchy of Controls, prioritizing elimination, substitution, engineering controls, administrative controls, and PPE.

Safety is embedded across the machinery lifecycle:



Infrastructure Planning
Safety standards are integrated into equipment selection and facility design from the outset.



Design
Comprehensive risk assessments ensure built-in safety.



Trial
Hazards are identified and eliminated through engineering controls and standardized procedures.



Production
Continuous monitoring and Kaizen-driven improvements address emerging risks.

Extending Safety Across the Value Chain

Safety standards are extended beyond operations.



Contractor Safety
The Safety Code for Contractors ensures strict safety compliance across on-site and transit operations.



Supplier Safety
Structured programs for Tier 1 suppliers focus on fatal risk prevention, and electrical, fire, and construction safety. Engagement is strengthened through audits, training, and continuous improvement initiatives, with programs in preparation for Tier 2 suppliers.



Dealer Safety
Safety initiatives ensure secure work environments across dealership networks, with 100% of dealers trained in safety fundamentals through structured programs, Gemba workshops, and periodic audits.



Corporate Safety Month
Theme-based programs strengthen safety culture, across the value chain. This year's theme, 'Visible Felt Leadership,' was implemented through the Observe-Correct-Connect approach.

Impact Snapshot



0.24%
Rate of recordable work-related injuries



7,234
Contractors underwent General Safety Induction



2,685
Members trained in Height-work



1,606
Members trained in Hot-work



164
Members trained in Firefighting



1,202
Members trained in LOTO



32
Internal members trained in OHSMS

Strengthening Sustainable Operations Through Digital Transformation

Digitalization is a key enabler of sustainable growth, operational resilience, and responsible governance. TKM has adopted a structured Digital Transformation approach across its manufacturing plants, offices, and customer and dealer ecosystems. This integrated journey enhances efficiency, transparency, safety, and long-term value creation, while remaining aligned with our focus on robust business operations to produce happiness for all.

CUSTOMER AND DEALER DIGITALIZATION

Strengthening Trust and Transparency

Through AI-enabled and data-driven platforms, TKM enhances transparency, safety, and compliance across finance, sustainability, and dealer operations, replacing fragmented manual processes with scalable digital solutions.

- Digital dealer safety audit tools enable AI-based, real-time safety compliance assessments across the dealer network, strengthening standardization, audit frequency, and accountability.
- In-house digital safety audit applications enable real time shop floor audits, automated incident tracking, and faster escalation of non-compliances.
- Digital dealer branding audit tools support consistent brand-guideline compliance across dealerships through regular digital assessments, real time alerts, and timely corrective actions.

KEY OUTCOMES



Stronger governance, compliance, and audit readiness



Faster, more reliable audits with reduced manual effort



Improved safety standards across plants and dealer networks



Enhanced customer experience



Greater transparency and trust among internal and external stakeholders



PLANT DIGITALIZATION

Advancing Smart, Efficient Manufacturing

At the manufacturing level, digitalization has been embedded across logistics, maintenance, quality assurance, and shop-floor management to enhance operational agility, data accuracy, and responsive decision-making.

- Digitally enabled logistics systems, including Web Andon, smart truck tracking, and QR-enabled imports visualization, improve real-time visibility of vehicle flow, parts movement, and inbound material tracking across the plant.
- Smart visualization and planning tools support accurate inventory management, better container utilization, and responsive production planning, reducing manual intervention and emergency logistics.
- QR-enabled, data centric maintenance systems provide real-time visibility of equipment health, spare usage, and maintenance schedules, strengthening equipment reliability and optimizing spare parts management.
- AI-based vision inspection systems enhance accuracy and consistency across vehicle quality inspections, reducing inspection cycle time and strengthening quality assurance.
- Integrated digital dashboards (DigiGemba) provide real time visibility of manpower, performance metrics, and abnormalities on the shop floor, enabling faster decision-making, proactive issue resolution, and a paper less work environment.

KEY OUTCOMES



Improved production efficiency, accuracy, and responsiveness



Reduced manual effort, paper usage, and data duplication



Improved quality assurance, customer confidence, and brand reliability



Faster identification and resolution of issues on the shopfloor



Optimized inventory, logistics planning, and resource utilization

OFFICE DIGITALIZATION

Enabling Efficient, Compliant, and Future Ready Operations

Office digitalization at TKM strengthens sustainable operations by improving efficiency, governance, collaboration, and data security through secure, integrated digital platforms.

- Digital contract lifecycle management systems streamline workflows, standardize clauses, and enable timely renewals through automated alerts and role-based access.
- A centralized ESG data management platform integrates sustainability metrics across functions, enabling real time tracking, validation, and reporting.
- AI-enabled finance systems automate invoice validation and transaction checks, supporting accurate, timely processing and stronger financial governance.
- Centralized electronic document management platforms enable secure digital storage, faster retrieval, and regulatory-compliant retention of critical records.
- An integrated 'Hire-to-Retire' digital HR platform connects the entire employee lifecycle, enabling data-driven workforce planning, automated workflows, and seamless employee self-service.

KEY OUTCOMES



Reduced operational lead times and dependence on manual processes



Improved compliance, transparency, and audit readiness



Enhanced data security, standardization, and governance



Improved employee experience and scalability for long-term growth

IT FOR ALL

Building Future Ready Digital and Engineering Capabilities

The IT for All initiative focuses on developing next-generation technical and engineering capabilities to support responsible innovation, long term competitiveness, and sustainable mobility.

- Structured technician development programs equip students from the 10th grade onward with advanced automotive engineering skills through hands-on, application oriented learning.
- Industry-academia partnerships support specialized postgraduate engineering programs aligned with emerging automotive and mobility technologies.

KEY OUTCOMES



Strengthened internal digital and engineering capabilities



Increased self-reliance and readiness for future mobility technologies



Development of next-generation technical talent supporting responsible innovation

Cybersecurity



Cybersecurity and data privacy are critical to safeguarding customer trust, ensuring uninterrupted operations, and protecting increasingly connected digital ecosystems at TKM. As digitalization accelerates across manufacturing, connected vehicles, dealer platforms, and enterprise systems, cybersecurity remains a key priority.



Global frameworks such as **UN SDGs 9 and 12**, **OECD Guidelines**, **ISO27001**, and **NIST**, along with Indian regulations including the **Right to Privacy**, **IT Act 2000**, **DPDP Act 2023**, and **AIS 189** guide our approach to protecting sensitive information. Supported by a robust Code of Conduct and structured privacy governance mechanisms, TKM safeguards digital assets and upholds data integrity across its value chain.

TKM Material Topics
6 7 15

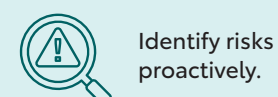
Toyota Material Focus Areas
Safety and Reliability
Strong Production and Business Operations



Our Approach Securing the Digital Ecosystem

Protecting digital trust, operational continuity, and critical assets is central to our long-term sustainability strategy. TKM aligns with global best practices established by Toyota Motor Corporation, while tailoring implementation to local requirements.

Our cybersecurity approach is anchored in four core principles:



Identify risks proactively.



Protect critical information and systems.



Detect threats in a timely manner.



Respond and recover effectively.

Cybersecurity is embedded across five interconnected domains - including corporate systems, manufacturing plants, suppliers, dealers, and connected vehicle ecosystems - ensuring comprehensive protection across the digital value chain.



Translating Strategy to Action Governance & Risk Integration

- Cybersecurity at TKM is governed through a structured framework comprising a policy, the **All Toyota Security Guidelines (ATSG)** for global requirements, and management oversight integrated with enterprise risk management processes and periodic reviews.
- A comprehensive Cybersecurity Policy establishes requirements for data protection, access control, secure IT usage, incident reporting, third-party risk management, and employee accountability.
- Performance is monitored through a structured **Toyota Way KPI framework**, reinforcing continuous improvement, operational resilience, and proactive risk management.

Threat Detection, Testing & Resilience

- Continuous monitoring enables proactive identification of emerging cyber threats, helping protect and shield critical systems, brand integrity, and stakeholder trust.
- System-based access controls, advanced threat detection, and anti-ransomware tools enhance ecosystem security and resilience against evolving cyber-threats.
- Regular vulnerability assessments and penetration testing, conducted for both existing systems and prior to new deployments, strengthen our cybersecurity.
- Ongoing enhancements to technical controls, monitoring capabilities, and response mechanisms support rapid detection, effective containment, and resilient recovery from potential cyber incidents.

People & Culture

- TKM recognizes cybersecurity as a shared responsibility across the organization and its ecosystem.
- A strong focus on awareness and behavioral change drives secure practices.
- Company-wide phishing simulations were conducted to strengthen preparedness.
- Weekly awareness communications were extended to employees, suppliers, and dealers.
- In-person cybersecurity and confidentiality training sessions were initiated to reinforce accountability and promote secure behaviors.



Operational Technology (OT) Security



Cybersecurity in manufacturing environments is governed by the **All Toyota Plant Security Guidelines (ATPSG)**, which define security requirements for operational technology and plant systems.



Control effectiveness is regularly evaluated, supported by targeted awareness initiatives across facilities.



Designated **Plant Security Champions** further strengthen implementation by promoting best practices and building on-ground capabilities.

Supplier Cybersecurity

- Recognizing that cyber risks extend beyond organizational boundaries, TKM actively collaborates with suppliers to enhance cybersecurity maturity across the value chain.
- The organization follows **JAMA/JAPIA cybersecurity guidelines** and is transitioning from Version 1 to the more advanced Version 2 standards.
- Cybersecurity expectations are being progressively extended to Tier 2 and Tier 3 suppliers through structured assessments and engagement.

Dealer Network Security

- Dealers represent a critical digital interface with customers, and TKM is strengthening cybersecurity across dealer systems in alignment with ATSG requirements.
- While basic, foundational controls have been established, efforts are underway to enhance security maturity with advanced controls.
- Structured e-learning programs have also been deployed to build awareness and ensure consistent cybersecurity practices across the dealer network.

Impact Snapshot



Dedicated Cybersecurity and Confidentiality training conducted for employees



Topics covered include data security, email security, confidentiality, and cybersecurity best practices



90% Employees trained on Cybersecurity and Confidentiality ~1,444 employees, 2,888 training hours



Specialized trainings conducted for all Tier 1 Suppliers and all touchpoints.



Multiple vulnerability assessments conducted across FY 25 - before all new developments and on a routine basis.



Value Chain Engagement

TKM Material Topics
15

Toyota Material Focus Areas
Supporting Communities and Employment



New Supplier Evaluation and Registration

- Through the New Supplier Evaluation and Registration (NSER) process, all suppliers undergo a rigorous pre-onboarding assessment.
- This evaluation covers critical areas including occupational health and safety, environmental compliance, production engineering capabilities, production control systems, quality management practices, and information security standards.

Supplier Tech Show

- In FY 2025-26, TKM conducted three Supplier Tech Shows to promote collaboration and accelerate localization of materials used across its vehicle models, further enhancing and encouraging value chain partners in pursuing sustainable practices.
- Post this awareness session, 66 supplier facilities were audited to assess capability, quality, and readiness to support localized sourcing.



Sustainability Spotlight - Annual Supplier Meet 2025 Uplifting the Ecosystem

TKM's Annual Supplier Meet (ASM) serves as a platform to strengthen supplier-partnerships, align sustainability priorities, and drive a shared vision for a responsible, future-ready value chain.

- Strategic Alignment & Partnership:** Through ASM, TKM consistently communicates and collaborates with supplier partners – keeping them updated on key strategic developments within the organization's supply chain, interactive engagement opportunities with TKM leadership, and best-practice sharing sessions.
- Ecosystem & Value Chain Development:** TKM fosters a transparent and responsible value chain by enabling knowledge-sharing, capacity-building, and exploring joint-actions.

From Action to Recognition

- Supplier Performance Evaluation:** Annually, suppliers are evaluated on defined operational and sustainability criteria, such as environmental initiatives and stewardship efforts.
- Awarding Ceremony:** ASM culminates in the recognition of top-performing suppliers, celebrating excellence, innovation, and impact – reflecting TKM's commitment to a future-ready supply chain driven by collaboration and shared success.

Supplier Training and Development

- Supplier Management Development Program (SMDP):** 15 Plant Leadership Members – Trained on TPS Production, Safety, Quality, Cost, Human Development, Environment, Logistics, Industrial Relations, Project Management, Plant Maintenance, Information Technology, Problem Solving.
- Supplier Gemba Leader (SGL):** 47 Middle Management Members – Trained on TPS Production, Safety, Quality, Cost, Human Development.

Industrial Relations: Engagement with Critical Suppliers

TKM maintains active and ongoing engagement with critical suppliers to strengthen associations and build a resilient supply chain – enhancing supplier capabilities in core operational areas.



Capability Building

Critical suppliers are supported through structured initiatives such as ensuring completion of their Charter of Demands, contract

labor management, union relations, bonus settlements, effective communication practices, and employee engagement.



Self Reliance

Suppliers are guided through PDCA methodology, to systematically

address challenges, mitigate risks, and achieve long-term self sufficiency.

Customer Engagement

TKM Material Topics
1 24

Toyota Material Focus Areas
Expanding the value of Mobility
Safety and Reliability



Customers are at the heart of sustainable mobility, shaping how products are designed, delivered, and experienced. Global frameworks such as the **UN SDGs 12 and 16**, along with India's Consumer Protection Act (CPA), emphasize ethical practices, transparency, and responsible engagement across the customer lifecycle.



At Toyota, this commitment is rooted in a customer-first philosophy, and Toyota's Code of Conduct, where quality, reliability, and trust define every interaction.



Our Approach

Creating Lifetime Customer Relationships

At TKM, this translates into a holistic engagement ecosystem that combines product excellence with consistent service support and personalized care, beyond transactions to building long-term relationships grounded in trust, reliability, and consistency.

Our approach focuses on:



Delivering quality, durability, and reliability across products and services.



Strengthening engagement through integrated after-sales ecosystems.



Enabling transparency, responsiveness, and ease of access across touchpoints.



Continuously improving experiences through feedback and insights.

This enables us to move from customer satisfaction to long-term loyalty, supporting Toyota's mission of creating *Producing Happiness for All*.



Translating Strategy to Action

Strengthening the After-Sales Ecosystem: T CARE

- Our holistic after-sales ecosystem, T CARE, supports customers across every stage of ownership.
- It enables quick service delivery, proactive vehicle health monitoring, and transparent service practices.
- Value-added offerings enhance protection, convenience, and long-term ownership experience.



Delivering Heart Touching Guest Experience (HTGE)

- Customer engagement is anchored in Heart Touching Guest Experience (HTGE), guided by *Omotenashi*.
- Every interaction reflects genuineness, empathy, and consistency across dealerships.
- Digital tools, seamless processes, and personalized engagement ensure customers feel valued and supported.
- Continuous feedback mechanisms enable ongoing improvement in service quality.

Enabling Seamless Digital Engagement

- Customer queries are centrally logged through a Centralized Toyota Database Management System (CTDMS), enabling efficient tracking and faster resolution.
- The i-Connect App offers a unified interface for service reminders, bookings, and payments.
- Customers can securely access warranty details, roadside assistance, service packages, and documents.



Guest Experience Centre

Customer satisfaction is of primary importance to Toyota. If customers ever have questions or comments about their Toyota vehicle, Toyota recommends following these steps so that concerns can be addressed as quickly and efficiently as possible.



Talk to Toyota

24x7 Call us for enquiry/ feedback at
1800 309 0001 (Toll Free Number)

080 4505 9000

Write to us at
voc@toyota-kirloskar.co.in



24x7 Roadside Assistance

1800 102 5001
(Toll Free Number)

0124 235 5001



Feedback/Queries

Express grievances and feedback to us



**HEART
TOUCHING
GUEST
EXPERIENCE**

Ensuring Safe and Reliable Delivery: T-DELIVER

- T-DELIVER enables vehicle transportation using flatbed carriers directly from stockyards to delivery points.
- This eliminates pre-delivery usage, ensuring safe handling and consistent delivery of quality.



Extending Value Through Lifecycle Solutions

- Toyota Mobility Solutions and Services - TMSS - strengthens the pre-owned vehicle ecosystem.
- By extending vehicle life and prioritizing refurbishment, it reduces resource use.
- This supports lifecycle optimization while expanding access to mobility.



Promoting Safer Mobility: T-DRIVE

- T-DRIVE builds responsible driving skills through classroom training, simulators, and on-road sessions.
- The initiative strengthens road safety awareness and disciplined driving practices.
- It supports safer driving behavior and smoother transition to real-world conditions.



Impact Snapshot



Net Promoter Score (NPS) for Sales and Services: Annual Target consistently achieved and exceeded.



88% of India's pin codes covered by T-INSPECT



100% dealership network covered by T-DELIVER

Product Safety and Security

TKM Material Topics
1 2 24

Toyota Material Focus Areas
Expanding the value of Mobility
Safety and Reliability



Our Approach

Safety by Design and Beyond

At TKM, safety is built into the entire vehicle lifecycle, with a focus on:



Preventing accidents through advanced safety systems.



Protecting occupants through robust structural design.



Strengthening vehicle security and data protection.



Enabling safer mobility through connected technologies.

Toyota
Safety
Sense



Enabling Safe, Secure, and Confident Mobility

- Vehicle safety is fundamental to responsible mobility, enabling safe, confident, and reliable usage. Global frameworks such as International safety standards, and India's automotive regulations define the baseline for safety and quality in the industry.
- At Toyota, safety is embedded into every stage of vehicle design and development, and is driven through an integrated approach anchored in the Integrated Safety Management Concept and Toyota Safety Sense (TSS).

Translating Strategy to Action

Advancing Safety Through Toyota Safety Sense (TSS)

Advanced Driver Assistance Systems (ADAS) enhance driver awareness and support safer driving.

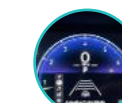
Key features include:



Pre-Collision Warning with braking assist



Lane Trace Assist



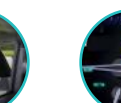
Dynamic Radar Cruise Control



Rear Cross Traffic Alert (RCTA)



Blind Spot Monitor (BSM)



Auto High Beam

Strengthening Active Safety Systems

- Active safety systems support accident prevention and vehicle control.
- Key systems include:



Anti-lock Braking System (ABS)



Electronic Stability Control (ESC)



Traction Control



Vehicle Stability Management



Hill-Start Assist



Parking Sensors



Rear Camera



Disc Brakes



Tire Pressure Monitoring System

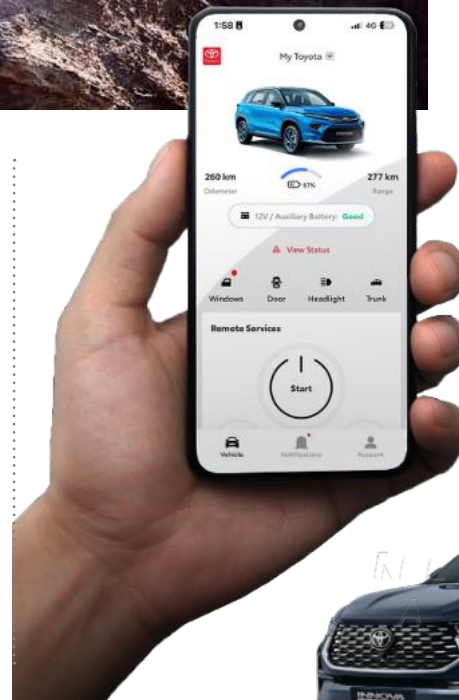


Enhancing Passive Safety for Occupant Protection

- High-strength body structures are designed to minimize injury during collisions.
- Six airbags are provided across models for all-round occupant protection.

Advancing Connected Car Safety and Security

- Connected technologies enable safer and more secure mobility experiences.
- A secure-by-design approach integrates protection across lifecycle stages.
- Systems include encrypted data transmission, secure backend infrastructure, controlled access mechanisms, regular security testing, and password-less authentication with passkey access.
- Data privacy is governed through purpose-limited collection, consent mechanisms, and controlled retention.
- Cross-functional oversight ensures strong cybersecurity governance.



Enhancing Safety Through Smart Features*

- Stolen vehicle tracking and remote immobilization support theft prevention.
- In-built SOS button enables immediate emergency assistance.
- Vehicle health reports provide proactive alerts.
- Driver score insights encourage responsible driving behavior

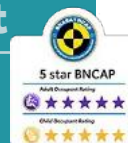
Enabling Customer Convenience with Safety Integration*

- Remote functions enable engine start, climate control, and hazard activation.
- Real-time access to fuel level, mileage, and vehicle status.
- Location services such as live tracking and Find My Car feature enhance safety and convenience.

*Currently available in selected variants and models. For more details, please contact your dealer.

Impact Snapshot

Innova HyCross received 5-star Bharat NCAP rating for adult and child occupant protection.



CSR

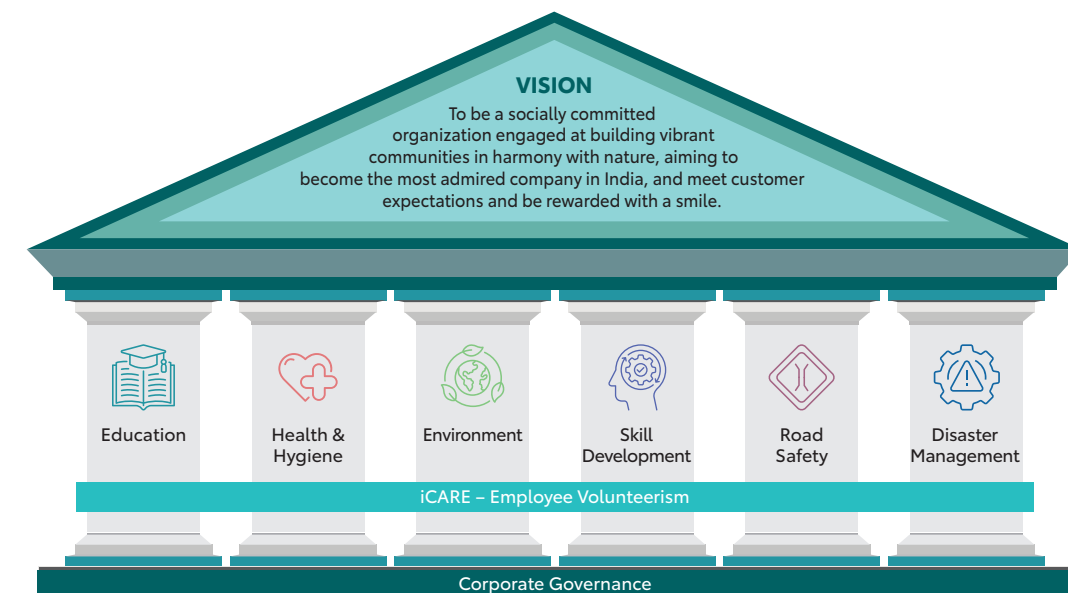
TKM Material Topics
15 20 22

Toyota Material Focus Areas
Supporting Communities and Employment

Sustainable communities need inclusive growth. Global frameworks such as UN SDGs, UN Global Compact and India's Companies Act 2013 Schedule VII expect businesses to invest in Education, Health, Skilling and Rural Development for shared prosperity.

Rooted in Toyota's DNA

TKM's CSR philosophy is deeply integrated into its core operations, moving beyond compliance to drive meaningful development and **Progress that powers Everyone**. By aligning with the UN Sustainable Development Goals, the company fosters vibrant communities in harmony with nature. Guided by the spirit of *Omotenashi* (Thoughtful, sincere hospitality) and a vision to be a "mass producer of happiness," TKM leverages innovation and responsible business practices to exceed expectations and ensure a sustainable, prosperous future for all. This commitment is anchored in our CSR Policy.



Our ultimate objective is to guide local communities on holistic development. We achieve this through a structured, participatory approach:



To ensure our local actions drive macro-level impact, we align our efforts with the UN SDGs and India's national missions. We channel our energy and resources into six core pillars focusing from Early Childhood to Community Well-being.



3-5 Years (Early Childhood) Early childhood development, nutrition, hygiene Toyota Anganwadi Development Program (TADP)	6-15 Years (School-age Children) Quality education, health awareness, environmental consciousness, safety - School Infrastructure Modernization - Learning Aids/Basic Education Support - Prefabricated Libraries - Behavioural Change Demonstration (ABCD – Hygiene Awareness) - Toyota Shaala Arogya Program (School Health Awareness) - Experiential Environmental Learning – Ecozone Training - Toyota Safety Education Program (TSEP) - Toyota Hackathon (mobility/safety innovation exposure)	>15 Years (Youth & Students) Skill development, technical education, employability - Mobile Computer Van Project - Technical Education & Skill Promotion (TESP) - Centre of Excellence (CoE) - Toyota Technical Training Institute (TTTI)* - Toyota Technical Education Program (T-TEP)* - Toyota Kaushalya* - Samagra Shikshana	Community (All Ages) Water security, environment restoration, healthcare access, disaster resilience, road safety - Jeevana Dhara - Afforestation & Forest Conservation - Lake Rejuvenation - Namma Vana - Solar Power for Community Institutions - Water Purification Units - Medical Infrastructure Enhancement - Preventive Healthcare - Mobility support for PwD - Road Safety Awareness Programs • Driver Health Check-ups - Installation of Road Safety Accessories - Disaster Preparedness Support - Mobility Engineering Laboratory	Cross-cutting (Employees & Community) Employee volunteering and community engagement iCARE (Employee Volunteering Program)
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Education

The Education pillar focuses on strengthening learning ecosystems through:

SDG Alignment



Amount Spent

₹577.37 Million



Improving learning infrastructure: Upgrading government schools with classrooms, libraries, and essential facilities to create safe and enabling learning environments.



Enhancing access to learning resources: Providing digital tools, libraries, and essential learning materials to improve student engagement and academic outcomes.



Nurturing holistic development: Supporting early childhood education and behavioral development programs that foster discipline, responsibility, and lifelong learning.

Key Education Initiatives (FY 2025-26)

Improving Learning Infrastructure

Modernization of Educational Infrastructure

Reconstruction and comprehensive upgrading of government schools, to enable holistic learning of the students.

Initiated in FY 2001-02

LOCATION KARNATAKA, MAHARASHTRA IMPACT **14,083 STUDENTS**



Supply of Basic Educational Needs

Provision of essential classroom furniture, kitchen equipment, water dispensers, and sports kits to ensure government schools meet fundamental learning-support standards.

Initiated in FY 2007-08

LOCATION KARNATAKA, MAHARASHTRA, UTTARAKHAND, NAGALAND, ANDHRA PRADESH IMPACT **22,479 STUDENTS**

Enhancing Access to Learning Resources

Mobile Computer Van

Delivery of digital literacy and hands-on computer education to students in underserved regions through a mobile, high-tech learning platform.

Initiated in FY 2025-26



LOCATION SURAT, GUJARAT IMPACT **1,500 MEDICAL STUDENTS**

Pre-Fabricated Libraries

Establishment of rural library units to improve access to diverse literature and promote a sustainable culture of reading and lifelong learning.

Initiated in FY 2025-26



LOCATION GANDHINAGAR, GUJARAT IMPACT **60,000 COMMUNITY MEMBERS**

Nurturing Holistic Development

Bharat Scouts & Guides Training Centre

Promotion of leadership, discipline, and civic responsibility through experiential scouting and community service activities for holistic youth development.

Initiated in FY 2025-26

LOCATION KARNATAKA IMPACT **2,400 STUDENTS**

Elementary Education Project

Integration of structured school routines designed to instill discipline, responsibility, and positive behavioral development in primary-age students.

Initiated in FY 2025-26

LOCATION KARNATAKA IMPACT **3,500+ STUDENTS**

Total Reach

103,962 Students & Communities Reached in FY 2025-26

348,887 Cumulative Lives Impacted

Health and Hygiene

The Health & Hygiene pillar focuses on improving community well-being through:

SDG Alignment



Amount Spent

₹201.53 Million



Strengthening healthcare access: Enhancing medical infrastructure and providing essential medical and non-medical equipment to improve healthcare delivery in underserved regions.



Ensuring access to safe drinking water: Installing and maintaining water purification systems to provide reliable access to clean and safe drinking water.



Promoting preventive health and hygiene: Driving awareness and behavioral change on hygiene, sanitation, and healthy practices within communities.

Key Health & Hygiene Initiatives (FY 2025-26)

Strengthening Healthcare Access



Medical Infrastructure Enhancement

Upgrading government health centers with critical medical and non-medical equipment to improve diagnostic accuracy and treatment efficiency.

Initiated in FY 2024-25

LOCATION

MAHARASHTRA, UTTARAKHAND, NAGALAND, GUJARAT, UTTAR PRADESH

IMPACT (FY 25-26)

2.9 Million COMMUNITY MEMBERS

Preventive Healthcare Infrastructure

Development of community fitness zones, including open gyms, to promote active lifestyles and preventive health practices among students and residents.

Initiated in FY 2025-26

LOCATION

UTTARAKHAND **60,000** COMMUNITY MEMBERS

Ensuring Access to Safe Drinking Water

Community Drinking Water Purification Units

Installation of advanced water purification systems to provide safe, affordable, and clean drinking water to rural communities.

Initiated in FY 2012-13

LOCATION

KARNATAKA, MAHARASHTRA

IMPACT (FY 25-26)

18,402 COMMUNITY MEMBERS



Mobility Support for Persons with Disabilities

Provision of specialized mobility aids to enhance the independence, accessibility, and overall quality of life for persons with disabilities.

Initiated in FY 2025-26

LOCATION

KARNATAKA, MAHARASHTRA

IMPACT (FY 25-26)

190 BENEFICIARIES

Promoting Preventive Health and Hygiene

Medical Outreach Van

Mobile Medical Vans equipped with emergency healthcare infrastructure were deployed through NGO partners to provide timely medical assistance and emergency response services across surrounding villages.

Initiated in FY 2025-26

LOCATION

GUJARAT

IMPACT (FY 25-26)

1,500 NUMBERS



Total Reach



30,70,092

Students & Communities Reached in FY 2025-26



50,68,660

Cumulative Lives Impacted

Environment

The Environment pillar focuses on strengthening ecological resilience and environmental stewardship:

SDG Alignment



Amount Spent

₹52.03 Million



Water conservation and ecosystem restoration: Implementing watershed development and lake rejuvenation initiatives to improve groundwater recharge, water security, and ecosystem health.



Enhancing biodiversity and green cover: Undertaking afforestation and habitat restoration initiatives to strengthen biodiversity and support ecological balance.



Building environmental awareness: Promoting experiential learning and environmental education to nurture responsible environmental behavior among communities and young learners.

Key Education Initiatives (FY 2025-26)

Water Conservation and Ecosystem Restoration

Lake Rejuvenation Initiative

Restoration of local lakes through desilting, embankment strengthening, and ecological maintenance to improve regional water security.

Initiated in FY 2017-18

LOCATION

KARNATAKA

IMPACT (FY 25-26)

8,000 COMMUNITY MEMBERS



Jeevana Dhara – Integrated Watershed Development Program

Implementation of an integrated ridge-to-valley approach for water harvesting, storage, and groundwater recharge to restore agricultural sustainability.

Initiated in FY 2025-26

LOCATION

BIDAR, KARNATAKA

IMPACT (FY 25-26)

11,026 COMMUNITY MEMBERS

Enhancing Biodiversity and Green Cover & Building Environmental Awareness

Tree Park Development & Afforestation

Expansion of native green cover through strategic planting to facilitate ecological restoration, enhance biodiversity, and build climate resilience.

Initiated in FY 2025-26

LOCATION

KARNATAKA, MAHARASHTRA

IMPACT (FY 25-26)

11,529 VISITORS AND COMMUNITY MEMBERS



EcoZone Environmental Experiential Learning

Operation of a 25-acre environment education hub featuring immersive learning modules on biodiversity, waste management, and resource conservation. The Environmental Experiential Training initiative at TKM EcoZone, located in Bidadi, Karnataka, is designed to strengthen environmental awareness and promote sustainable practices through immersive, hands-on learning.

Initiated in FY 2025-26

LOCATION

BIDADI, KARNATAKA

IMPACT (FY 25-26)

10,095 STUDENTS



Namma Vana Biodiversity Restoration Project

Strengthening forest ecosystems by removing invasive species and planting native grasses to revitalize natural wildlife habitats. aimed at restoring degraded forest landscapes, enhancing biodiversity, and reducing human-wildlife conflict.

Initiated in FY 2025-26

LOCATION

BANDIPUR, KARNATAKA

Total Reach



40,752

Students & Communities Reached in FY 2025-26



124,912

Cumulative Lives Impacted

Skill Development

The Skill Development pillar focuses on strengthening employability and industry readiness through:

SDG Alignment



Amount Spent

₹181.27 Million



Industry-aligned technical education: Enhancing vocational and technical training in government institutes through modern equipment, curriculum support, and industry exposure.



Bridging academia-industry gaps: Providing hands-on learning platforms and specialized laboratories that equip students with practical automotive and mobility skills.



Empowering youth for future careers: Supporting skill development initiatives that prepare students and trainees for meaningful employment and evolving industry needs.

Key Skill Development Initiatives (FY 2025-26)

Industry-aligned Technical Education

Toyota Centre of Excellence (TCoE)

Integration of industry-aligned technical and soft-skills training within engineering colleges, utilizing advanced automotive tools and training modules.

Initiated in FY 2006-07

LOCATION

GUJARAT, TAMIL NADU, ODISHA, WEST BENGAL, MADHYA PRADESH

IMPACT (FY 25-26)
1,015
STUDENTS



Bridging Academia-Industry Gaps & Empowering Youth for Future Careers



Enhancement of Skill Initiatives in ITIs and GTTCs

Transformation of technical institutes (ITIs and GTTCs) through the provision of industry-grade facilities and hands-on vocational training.

Initiated in FY 2025-26

LOCATION

KARNATAKA, MAHARASHTRA

IMPACT (FY 25-26)
16,476
STUDENTS

Samagra Shiksha Abhiyana – Automobile Laboratories

Setup of specialized automotive laboratories in government schools to provide hands-on vocational training and technical exposure.

Initiated in FY 2025-26

LOCATION

KARNATAKA

IMPACT (FY 25-26)
800
STUDENTS



Mobility Engineering Laboratory

Establishment of an advanced research and multidisciplinary training facility at IISc Bangalore, utilizing simulation technology to develop electrified mobility solutions.

Initiated in FY 2025-26

LOCATION

IISc BANGALORE, KARNATAKA

IMPACT (FY 25-26)
70
POSTGRADUATE STUDENTS

Total Reach



18,361
Students & Communities Reached in FY 2025-26



45,984
Cumulative Lives Impacted

iCARE: Employee Volunteering

Creating meaningful social impact is strongest when employees and communities move forward together. iCARE is Toyota Kirloskar Motor's flagship employee volunteerism program that enables employees and their families to actively contribute to community development.

SDG Alignment



Program Overview

Launched in 2017, iCARE provides structured volunteering opportunities aligned with community needs, fostering positive change both within society and among volunteers.



4,579
Cumulative Employee Volunteers

1,349

Employee Volunteers in FY25-26

70,864

Total Cumulative Beneficiaries

36

Total Cumulative iCare activities

Empowering Rural Women Entrepreneurs



Strengthening livelihoods through skill-building is a key driver of sustainable empowerment for rural women.

Program Initiation

The 34th iCARE activity was conducted with the objective of enhancing income-generation opportunities for rural women Self-Help Groups (SHGs).

Program Approach

- Hands-on entrepreneurial training in natural soap making
- Volunteer-led mentoring for women SHG members
- Focus on practical skills for business expansion and income enhancement

Impact Created

250 TKM employees and family members volunteered

02 SHGs comprising 25 women members participated

1,001 natural soaps produced, supporting improved earning potential

Building Science Models for Government School Students



Experiential learning plays a vital role in nurturing curiosity and confidence among young learners.

Program Initiation

The 35th iCARE activity was organized at Kengeri High School, Karnataka, to promote hands-on science education for government school students.

Program Approach

- Employee-led mentoring for science model building
- Focus on practical understanding of scientific concepts
- Collaborative learning between students and volunteers

Impact Created

503 employees and family members volunteered

509 government school students benefited

250 science models developed

Revitalizing School Libraries and Learning Resources



Learning environments play a critical role in advancing educational outcomes.

Program Initiation

The 36th iCARE activity was conducted at the Government High School, Kengeri Upanagara, Karnataka, with a focus on improving learning infrastructure.

Program Approach

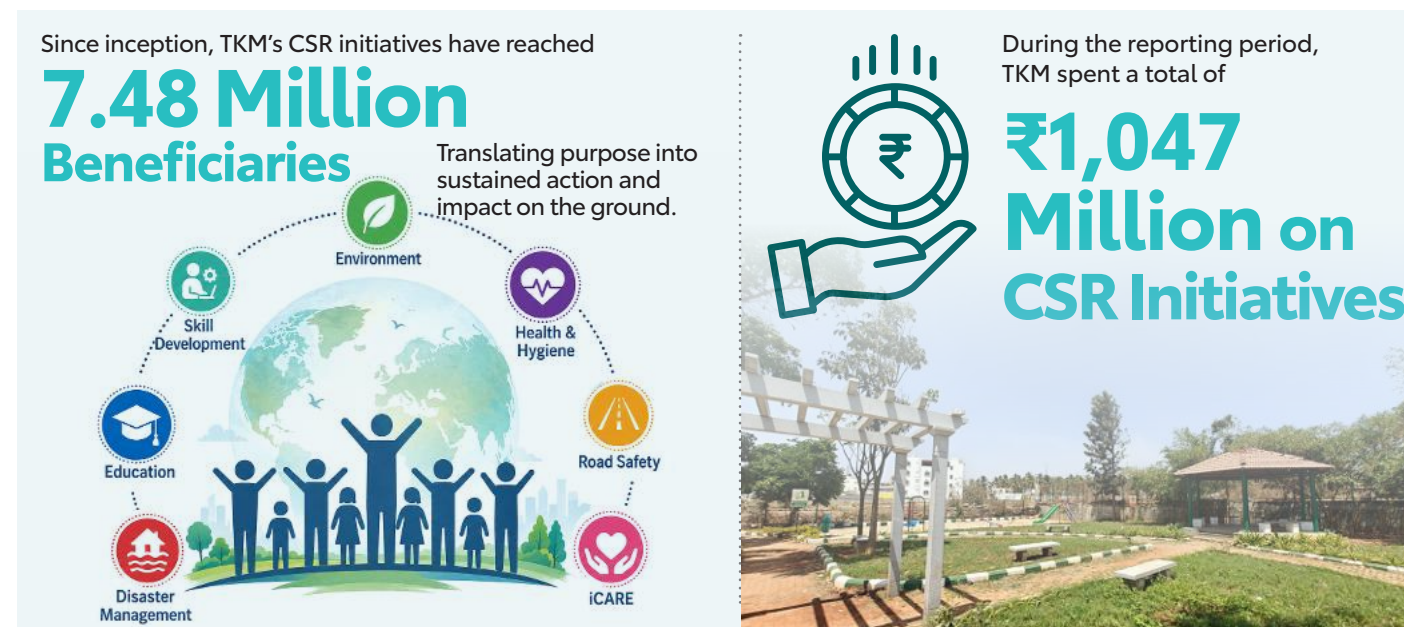
- Transformation of an underutilized school library into a welcoming learning space
- Creation of educational cards to support classroom learning
- Collective volunteering by employees and families

Impact Created

596 employees and family members participated

350 government school students benefited

300 educational cards created and deployed



Insights from Impact Assessments

An independent third-party assessment was conducted to evaluate the effectiveness and outcomes of select CSR programs.



100% of students who received hearing aids reported improvement in their schoolwork.

97% of students stated that emotional well-being sessions helped them focus better on studies and improve personal relationships.

97% of female respondents reported increased awareness of personal safety concepts such as good touch and bad touch.



83% of students indicated that improved classrooms and facilities motivate them to attend school.

97% reported attending school more regularly due to access to safe drinking water and sanitation facilities.

100% stated that improved classroom environments help them concentrate better and enhance learning.



100% of respondents found the program and curriculum aligned with manufacturing industry requirements.

99% reported improvement in trade theory and industry-relevant skills.

88% demonstrated strong understanding of workplace safety protocols, with most reporting regular use of safety gear.

Governance



Trust is built over decades through integrity, accountability, and consistent performance. At Toyota, responsible business conduct forms the foundation of our operations and decision-making, enabling us to create long-term value while upholding the highest standards of ethics and governance.

From its earliest days, *Toyota's philosophy has emphasized integrity, accountability, and a commitment to doing what is right for customers, employees, business partners, and society.* These principles continue to guide how we manage our business, engage with stakeholders, and navigate change in an increasingly complex world.

The Toyota Way reinforces this foundation through continuous improvement and *Respect for People*, encouraging every individual to act responsibly, identify risks, solve problems, and contribute to the long-term success of the organization. This **culture of ownership and**

accountability has enabled Toyota to build enduring relationships based on trust.

As Toyota evolves into a mobility company, governance plays an increasingly important role in ensuring that innovation, growth, and transformation are pursued responsibly. Strong governance enables us to uphold ethical business practices, strengthen transparency, manage risks, protect information, respect human rights, and create resilient value chains that support sustainable growth.

Today, the governance priorities that guide our sustainability journey are a continuation of the values that have shaped Toyota's approach to responsible business for generations. They provide a strong foundation for navigating evolving expectations, meeting regulatory requirements, and delivering sustainable value.

Because lasting success is built not only on what we achieve, but on how we achieve it.

Ethics and Integrity



Global frameworks such as the UN Global Compact, **UN SDG 16**, Anti-Corruption conventions, and Indian regulations including the Prevention of Corruption Act 1988 and Companies Act 2013 provisions emphasize ethical conduct.



At TKM, this translates into a culture where ethical behavior is embedded into daily operations and supported through structured policies, training, and accessible speak-up mechanisms, making ethics and non-retaliation central to building trust.

TKM Material Topics
14 16 17 25

Toyota Material Focus Areas
Strong Production and Business Operations



Our Approach Making Ethics a Way of Working

At TKM, ethics is an integral part of how we operate, shaping behaviors, decisions, and accountability across the organization. Our goal is to ensure that doing the right thing becomes instinctive, just as following a work instruction is fundamental to our way of working.

Our approach focuses on:

- Establishing clear behavioral expectations through structured frameworks.
- Reinforcing ethical decision-making through continuous communication and training.
- Enabling safe and confidential mechanisms to raise concerns.
- Strengthening trust through feedback and continuous improvement.



Translating Strategy to Action

- A comprehensive Code of Conduct (CoC) guides behavior across all levels, covering conflicts of interest, confidentiality, fair practices, and respect in the workplace.
- TKM has established a clear system to ensure the intent is implemented:



- We have a robust set of policies covering - Anti-Bribery and Anti-Corruption (ABAC), Gifts, Donations and Sponsorships, Anti-Fraud, Speak-Up, and Non-Retaliation - to govern internal stakeholders.
- Regular Compliance training programs and role specific awareness sessions incorporate real life operational scenarios to build practical understanding of integrity and responsible decision making, particularly for higher risk functions.
- Continuous communication through emails, intranet, videos, management communications to create awareness ensures employees understand how these principles protect customers, colleagues, communities, and the company.
- The Speak Up Policy, as a Vigil Mechanism, provides channels for reporting fraud, unethical conduct, or code violations by all persons working for TKM.
- For the same, TKM has established 5 domestic channels (Drop boxes within TKM premises, Dedicated Postal Address, Toll-Free Hotline, Dedicated Email-ID, and an Online Platform) and 2 international channels (Dedicated Email-ID and an Online Platform).
- A dedicated Independent Third-Party Authority evaluates and registers such complaints which are then appropriately addressed by the company in line with the CoC and other relevant policies. On a quarterly basis, the status of complaints is updated by the Chief Compliance Officer upto the Managing Director, Toyota Global Compliance and Speak-up Team.

Impact Snapshot



3,495
Total Compliance training hours



2,917
Employees participated in Compliance training



98%
of applicable employees participated in the Ethics and Compliance training

Board Governance and Audit Oversight

TKM Material Topics
6 14 25

Toyota Material Focus Areas
Strong Production and Business Operations



Effective Boards provide strategic oversight, ensure accountability, and integrate sustainability into decision-making. Global standards such as the **UN SDG 16** and OECD Principles of Corporate Governance emphasize Board Independence, diversity, and active ESG oversight, while Indian regulations mandate strong governance and transparency.



At TKM, governance structures ensure strategic alignment, stakeholder accountability, and robust internal controls to support *Progress that Powers Everyone*.



Our Approach Strengthening Oversight and Accountability

Our approach focuses on:

- Ensuring strong Board oversight and strategic direction.
- Strengthening internal control systems and audit mechanisms.
- Enhancing transparency and accountability.
- Integrating sustainability into governance structures.

Translating Strategy to Action

- The Board of Directors provides strategic oversight and holds ultimate responsibility for TKM's direction and alignment with Toyota philosophy.
- The Board comprises experts across management, finance, governance, with diversity across gender, nationality, and professional backgrounds.
- Executive powers are delegated through formal Board resolutions and powers of attorney.
- Three specialized committees provide focused oversight:



Audit Committee
Financial Controls and Compliance.



CSR Committee
Community Impact.



Share Committee
Statutory Compliance.

- Sustainability matters are integrated into Board deliberations, with environmental and social performance disclosed in the Director's Report.
- The Internal Control Structure (ICS) at TKM is embedded across all business activities, forming a comprehensive framework of processes and controls that enable smooth operations while safeguarding both physical and intangible assets, including reputation and intellectual property.
- ICS promotes strong governance by ensuring adherence to internal policies, statutory regulations, and evolving business and accounting requirements, while systematically mitigating risks and preventing fraud.
- Through defined procedures and checks, the ICS ensures the integrity, accuracy, and timeliness of financial and management information, strengthening decision-making and reinforcing trust in reporting.
- To reinforce its effectiveness, TKM follows a risk-based internal audit approach supported by an independent external audit firm, ensuring objective evaluation of control design, operating effectiveness, and remediation of identified gaps.
- Corporate Governance mechanisms, including structured oversight by the Audit Committee, provide ongoing reviews of internal controls, financial reporting, and compliance, ensuring accountability and continuous improvement in high-risk areas.
- Global frameworks such as SOX-404 and IFC, aligned with COSO 2013, further strengthen assurance by rigorously testing controls and requiring both management and statutory auditors to validate the adequacy and effectiveness of the internal control environment.

Impact Snapshot



06
Board meetings held in FY 25-26



100%
Attendance in each of the Board Meetings



72
Employees trained on Audit mechanisms



01
Internal Audit completed in FY 25-26



04
External Audits completed in FY 25-26

BOARD OF DIRECTORS



Mr. Masakazu Yoshimura
Chairman, Managing Director
and Chief Executive Officer



Ms. Manasi N Tata
Vice Chairperson



Mr. Tadashi Asazuma
Deputy Managing Director



Mr. Swapnesh R Maru
Deputy Managing Director



Mr. Masaru Shimada
Director & Executive Advisor



Mr. Ryuzo Uota
Director & Executive Advisor



Mr. Sudeep S Dalvi
Director, Chief Communication Officer & Project Senior Vice President



Mr. Yoshinori Noritake
Director, Executive Vice President & Chief Technical Officer



Mr. Atsushi Kanematsu
Director, Executive Advisor & Treasurer



Mr. G Shankara
Director, Executive Vice President & Chief Strategy Officer



Mr. Padmanabha B
Director & Executive Vice President

As of 31st March, 2026



CSR Committee



Audit Committee



Share Committee

Compliance



Strong legal and regulatory compliance underpins sustainable business performance. Indian regulatory frameworks and global expectations such as **UN SDG 16** require organizations to operate with transparency, accountability, and adherence to applicable laws.



At TKM, compliance is embedded into daily operational processes, ensuring that compliance adherence remains integral to operational responsibilities and sustainable growth.

TKM Material Topics
13

Toyota Material Focus Areas
Strong Production and Business Operations



Our Approach Embedding Compliance into Operations

Our approach focuses on:



Integrating compliance into day-to-day business processes.



Strengthening internal controls and accountability across functions.



Proactively monitoring regulatory changes and risks.



Ensuring transparency through audits and reviews.

Translating Strategy to Action

- A structured Legal Compliance Management System enables identification and tracking of applicable laws, while regulatory developments are proactively monitored and communicated through structured advisories and risk alerts to support early risk mitigation.
- Business teams are accountable for identifying applicable laws and ensuring full compliance in their day-to-day operations.
- We actively pursue 100% adherence to Indian legal requirements and timely securing of all statutory approvals and consents.
- Participation in Toyota Motor Corporation's consolidated compliance surveys benchmark internal controls against global standards.

Risk Management

TKM Material Topics
6

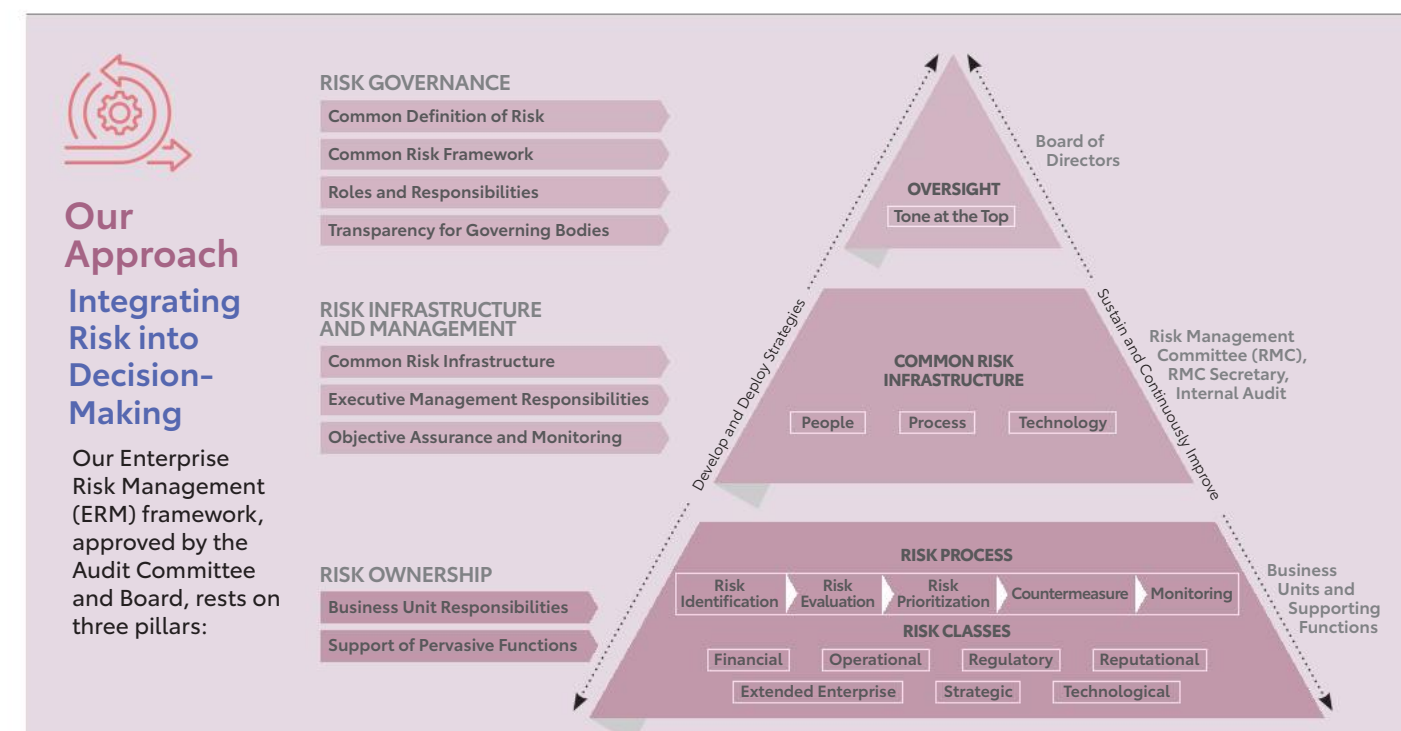
Toyota Material Focus Areas
Strong Production and Business Operations



In an increasingly interconnected world, risks related to climate, supply chains, technology, and regulations can materially impact business continuity and stakeholder confidence. Guided by COSO ERM, Toyota addresses these through the Toyota Global Risk Management System (TGRS), linking resilience with long-term value creation.



At TKM, enterprise risk management is embedded into strategy and operations to safeguard performance and enable sustainable growth.



Translating Strategy to Action

- At TKM, risk management is guided by the Board, an ERM policy approved by the Audit Committee, and detailed ERM guidelines covering risk governance, infrastructure, management, and ownership. These ensure comprehensive implementation across TKM.
- This year, we have advanced the TGRS guidelines to Version 2.0 - enhancing its depth, robustness, and practical applicability.
- Cross functional teams collaboratively identify risks through structured tools, brainstorming sessions, and workshops, covering operational, financial, legal, and reputational dimensions that could impact organizational objectives.
- Identified risks are systematically assessed for impact, likelihood and countermeasures using defined criteria to evaluate vulnerability and determine risk materiality, enabling prioritization of appropriate and effective mitigation measures.
- Material and critical risks are closely monitored by both respective user functions and the Risk Management Committee, which provides rigorous oversight in line with industry standards.
- We actively strengthen preparedness for enterprise level risks, including natural disasters, supply chain and geopolitical disruptions, cybersecurity threats, reputational risks, climate related impacts, taxation and regulatory changes, and broader environmental and transformational risks.
- Quarterly risk reviews and monitoring mechanisms ensure mitigation actions are embedded into business planning and day to day operations, enhancing the organization's ability to anticipate, prevent, and manage emerging risks.
- A comprehensive Business Continuity Plan (BCP) defines response strategies and critical resources to maintain operations during disruptions such as natural disasters, supply chain interruptions, and cyber incidents.
- Regular risk management training and scenario planning exercises build organizational awareness, preparedness, and accountability, reinforcing risk ownership across functions.

Impact Snapshot

420 Employees trained on ERM

15 Leaders trained on business continuity

10 Suppliers trained on external risks

Economic Performance



Global economic resilience and sustainable industrial development are central to frameworks such as the **UN SDG 8**, requiring organizations to look beyond mere financial returns to build inclusive and enduring value.



At Toyota, globally, economic performance is inextricably linked to the core philosophy of making 'ever-better cars' and 'producing happiness for all.'



In India, aligned with national priorities like the 'Make in India' initiative, the automotive sector serves as a pivotal driver of manufacturing strength, self-reliance, and export competitiveness.

TKM Material Topics
1 14 15 24

Toyota Material Focus Areas
Strong Production and Business Operations



Our Approach

Enabling Sustainable and Inclusive Economic Growth

Aligned with these global and national priorities, Toyota Kirloskar Motor approaches economic performance as one of the key of shared value creation.

Our Approach is driven through an integrated approach focused on:



Customer-centric innovation and mobility solutions.



Localization and strengthening domestic manufacturing.



Expanding customer accessibility and market presence.



Strengthening export competitiveness.



Responsible financial management and governance.



Long-term ecosystem and value chain development.

This enables us to create sustainable economic value while strengthening resilience across operations, with Stake holders.

Translating Strategy to Action

Driving Growth Through Customer-Centric Innovation

- At TKM, innovation is centered around enabling mobility solutions that respond to evolving customer expectations while supporting long-term sustainability goals.
- Guided by Toyota's Mobility Concept of Electrification, Intelligence, and Diversification, we continue to strengthen our product portfolio and mobility ecosystem to serve increasingly diverse customer needs.

Our approach combines:



Advanced Mobility Technologies



Connected and Intelligent Systems



Energy Diversification Pathways



Quality, Durability, and Reliability (QDR)

- This enables us to enhance customer experience while supporting safer, cleaner, and more inclusive mobility solutions.
- In collaboration with Maruti Suzuki, we continue to strengthen our presence in India through strategic resource and technology sharing, enabling broader accessibility of products and mobility solutions for customers across segments.



Strengthening Localization and Sourcing Ecosystems

- Localization is central to TKM's long-term growth strategy - embodying our commitment to 'Grow India, Grow with India.' With an aim to support India's manufacturing ambitions while building a sustainable supply chain, we approach localization with these key aspects -



Strengthening supplier partnerships through collaborative development



Advancing '360-degree' backward integration across tools, machinery, and manpower



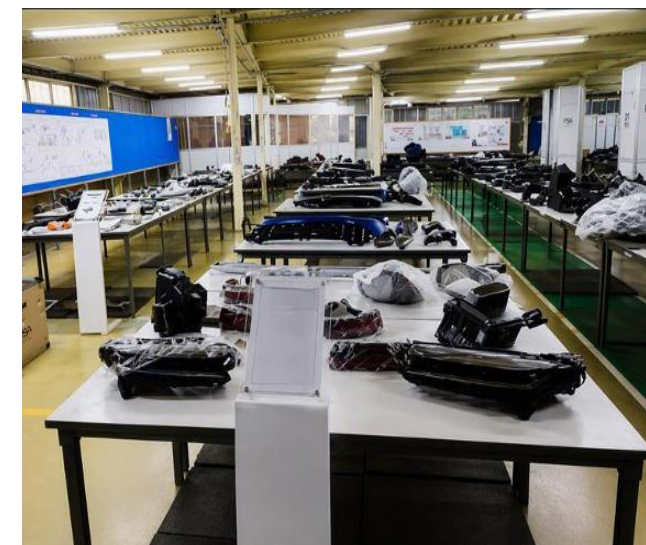
Maximizing local sourcing to reduce dependency on imports



Enhancing supply-chain resilience and efficiency



Underpinning responsible sourcing practices



As a result, we have achieved key milestones:

~84%
Localization Achieved

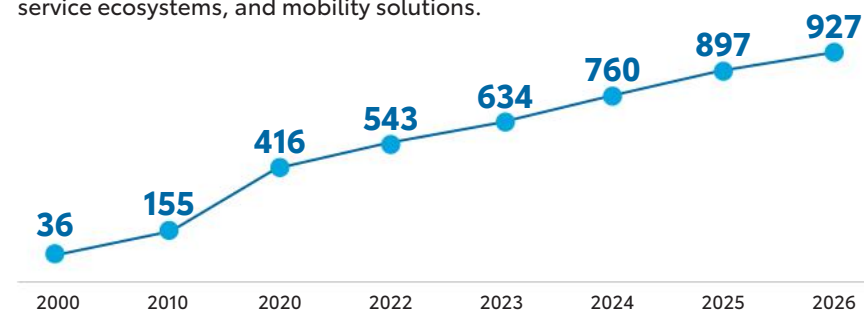


The percentage is an average for the India-manufactured products, and is derived using a product-specific cost-based methodology that considers localized components and other relevant value contributions, as applicable, for each product.

- Through these initiatives, TKM aims to strengthen India's manufacturing ecosystem by fostering self-reliance, enhancing supplier capabilities, and contributing to sustainable, long-term industrial growth.

Expanding Market Presence and Customer Accessibility

As part of our commitment to *Mobility for All*, TKM continues to expand customer access across India through a growing network of touchpoints, service ecosystems, and mobility solutions.



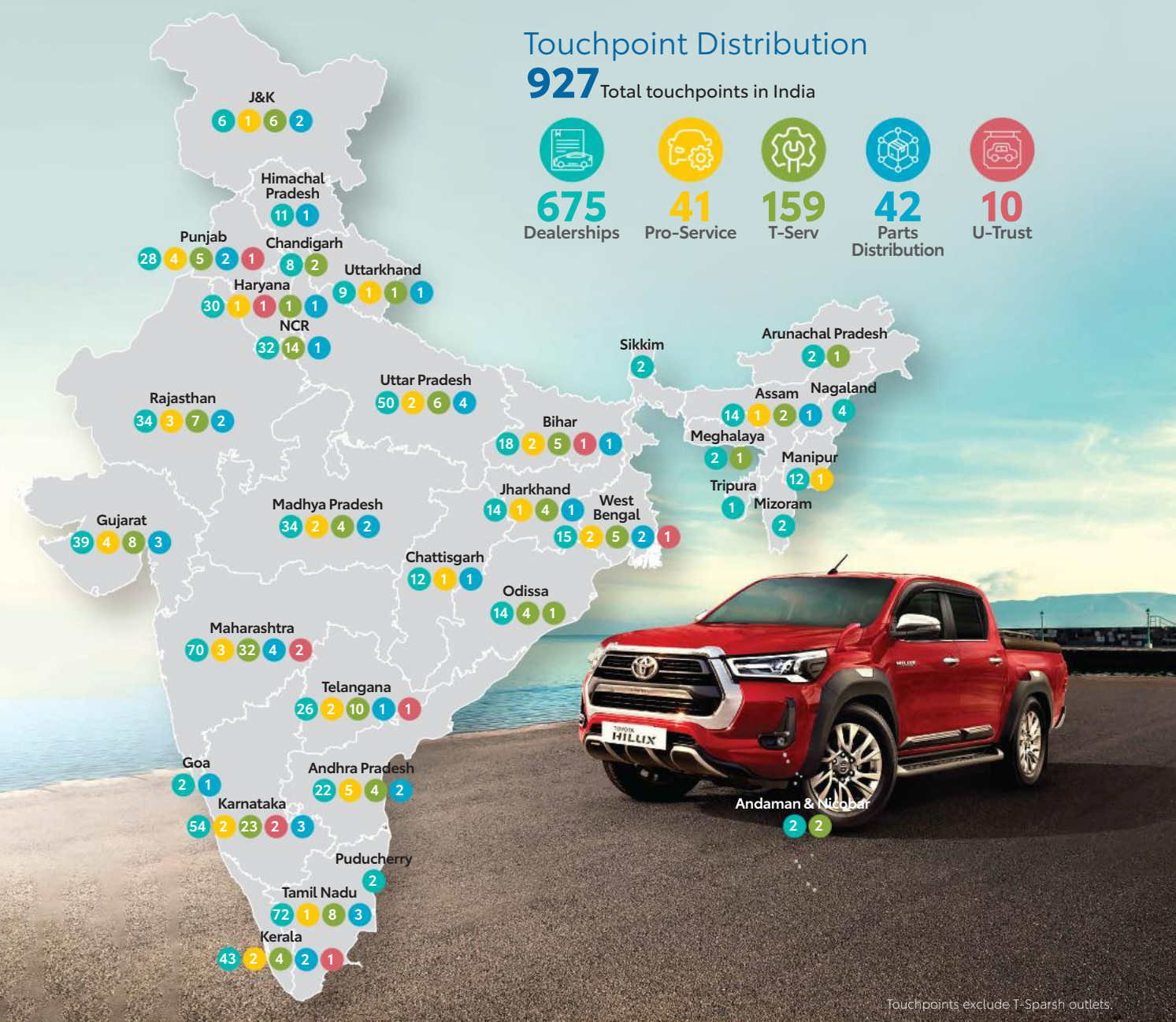
* Touchpoints include exclusive authorized dealer facilities, Pro Sev, T Serv, Parts distributors, and Used car (Independent) outlets.



- We are strengthening our presence across the Northeast regions. These initiatives improve accessibility, reduce service turnaround time, and strengthen long-term customer trust across regions.

Touchpoint Distribution

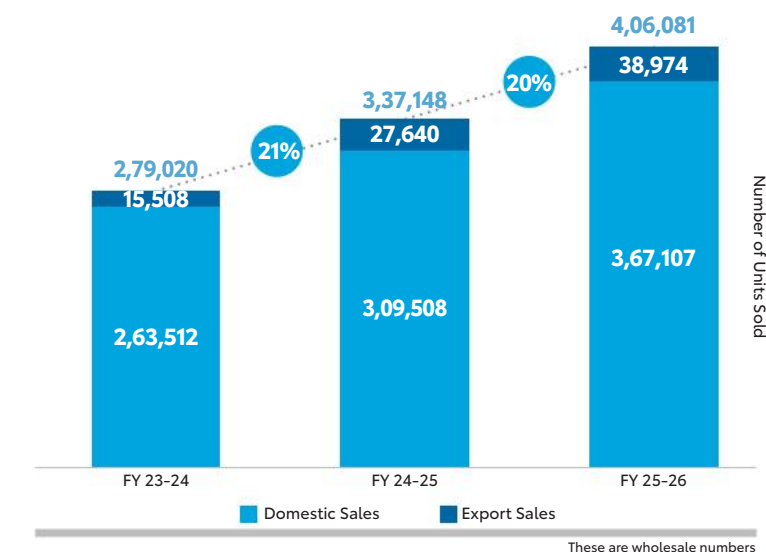
927 Total touchpoints in India



Touchpoints exclude T-Sparsh outlets.

Sales Performance and Strengthening Export Competitiveness

- The collaborative efforts of all our stakeholders to serve our customers better is well reflected in our sales performance.
- FY25-26 sales reached **4,06,081** units, up 20% from 3,37,148 units in FY24-25.
- TKM continues to strengthen India's position within Toyota's global manufacturing and mobility ecosystem through growing export operations and localized manufacturing excellence.
- These efforts continue to strengthen export competitiveness, supply chain resilience, domestic manufacturing capabilities, and India's role in global mobility value chains.



Ensuring Responsible Financial Performance and Governance

TKM continued to deliver strong financial performance during FY2025-26, underscoring the resilience of its operations and the enduring trust of its customers.

ECONOMIC VALUE GENERATED, DISTRIBUTED, AND RETAINED	FY 25-26	FY 24-25	FY 23-24	Rs. in Million
Total Income	708,938	655,425	564,437	
Revenue from Operations	704,159	648,653	558,660	
Other Income	4,779	6,772	5,777	
Total Expenses	636,502	579,647	500,521	
Finance costs	1,276	537	797	
Employee Benefit Expenses	23,094	19,211	16,259	
CSR	1,047	606	180	
Other	611,085	559,292	483,284	
Profit Before Tax	72,436	75,778	63,916	
Contribution to Provident and other Funds	583	469	416	
Defined Benefit Plans	2,089	688	592	
Total	2,672	1,157	1,008	
Incentive-Sales Tax Deferral*	1,077	158	180	

* Refundable interest-free sales tax loan from Government

- At TKM, responsible tax practices remain an integral part of our governance and compliance framework. We remain committed to ensuring full compliance with applicable tax regulations through transparent disclosures, strong internal controls, structured risk assessment processes, and continuous stakeholder capability-building.

Our approach focuses on:



Timely identification and mitigation of tax risks



Continuous monitoring of regulatory developments and changes



Transparent engagement with tax authorities



Periodic reviews and strengthening of tax governance systems



Looking Ahead...

Embracing the Future: *Progress That Powers Everyone*

At Toyota, we remain deeply connected to our origins. The principles envisioned by and carried forward through The Toyota Way remain embedded in our DNA, reflected in our values, committed through our vision, and realized through our mission, they continue to guide our aspiration to be the *Best In Town* by making ever-better cars, and practicing the philosophy of *For the sake of others*.



This foundation continues to guide our evolution. Rooted in the philosophies of **Respect for the Planet** and **Respect for People**, Toyota is transforming into a mobility company, one that looks beyond vehicles to create broader value for society.

As we deepen our engagement with India, this evolution takes on renewed purpose. Our ambition remains clear: to **Grow India and Grow with India**, while **Producing Happiness for All**. The creation of the 'India, Middle East, East Asia & Oceania' region further underscores India's growing significance in Toyota's global operations and future mobility journey.

The Evolution of Mobility

It is within this context that our vision for mobility is expanding. As we stand at the cusp of a new era, we are reimagining mobility to enable *freedom of movement* that is safer, more connected, and more inclusive. This transformation is unfolding across three distinct stages:

MOBILITY 1.0

Strengthening our core product portfolio to serve diverse customer needs across different segments. TKM today serves a broad spectrum of mobility needs through a portfolio spanning multiple vehicle categories and customer segments.

MOBILITY 2.0

Expanding into connected platforms, while enabling new mobility models such as leasing, subscription, and shared services, and connected and intelligent ecosystems, integrating technologies such as ADAS, software-defined vehicles.

MOBILITY 3.0

Exploring long-term solutions that extend beyond vehicles, contributing to broader societal and infrastructural development.

As we deepen our engagement with India, this evolution takes on renewed purpose. Our ambition remains clear: to Grow India and Grow with India.

Through this evolution, supported by our Multipathway approach, mobility becomes more than transportation. By enabling diverse pathways including Hybrid Electric, Battery Electric, Plug-in Hybrid, Flex Fuel, etc. technologies, we aim to create **solutions that are more practical, inclusive, and relevant for India's evolving mobility needs**. Mobility evolves into a connected ecosystem of people, goods, and services, enabling true *freedom in motion*.



Catalyzing National Goals and Strategic Partnerships

This vision is closely aligned with India's own development journey. As the country advances towards its commitments, including Net Zero by 2070, energy self-reliance, biofuel adoption, and hydrogen-led innovation, we are actively contributing to this transition.

Our partnerships to support ethanol adoption, and with Ohmium International to develop hydrogen-based solutions by integrating Toyota's fuel cell modules and Ohmium's cutting-edge PEM electrolyzers, reflect our commitment to enabling this shift and exploring opportunities to extend the benefits of clean energy through potential power solutions for rural communities. Similarly, our strategic alliance with Maruti Suzuki reflects a shared commitment to expanding access to mobility solutions. By combining strengths and enhancing accessibility across segments, the partnership supports Toyota's vision of *Mobility for all*.

As we expand into new markets and respond to evolving customer needs, we continue to align our products and solutions with both national priorities and societal expectations.

Deepening Our 'Make in India' Commitment

Supporting this vision requires growth that is scaled responsibly. Reinforcing our commitment to 'Make in India,' we are expanding our manufacturing footprint to align with India's vision of self-reliance and industrial growth.

In Bidadi, Karnataka, a new plant backed

We strengthened our commitment to innovation in India by signing an MoU to establish the TKM Bizintel Hub.

by an investment of ₹3,300 crore is expected to be operational by 2026, increasing the installed capacity of TKM Bidadi operations to 5,72,000. Designed with sustainability at its core and powered by **100% renewable energy**, it will enhance our production capacity while creating **approximately 2,000 additional jobs**.

Building on this, TKM plans to build a new vehicle manufacturing plant in the Bidkin Industrial Area, Maharashtra, India. The new plant is planned to commence production process in the first-half of 2029 and is aimed at strengthening Toyota's business foundation in the Indian market. This facility is guided by the philosophy of **Machizukuri**, the practice of **engaging the community around us to preserve the spirit of the city and enable a sustainable society**. Our approach focuses on integrating with the local ecosystem while preserving its cultural identity.

We strengthened our commitment to innovation in India by signing an MoU



to establish the **TKM Bizintel Hub**, advancing engineering excellence, digital transformation, and intelligent manufacturing across our operations. Through this initiative, we aim to drive growth domestically, harness India’s rich talent ecosystem, and contribute meaningfully to the nation’s competitiveness while reinforcing its role in our global vision.

As we continue to strengthen India’s role within Toyota’s global ecosystem, we are also steadily **expanding exports to international markets**, particularly across the Middle-East and Africa region, while supporting the nation’s ambitions of **becoming a stronger global manufacturing hub**.

Advancing Environmental and Social Action

As we scale, sustainability remains embedded in every aspect of our growth. Under the **Toyota Environmental Challenge 2050**, we are advancing into our **8th Environmental Action Plan**, focused on Carbon Neutrality, Circular Economy, and Nature Positive.

These commitments are being translated into action across both existing and upcoming facilities. The Maharashtra plant is being designed with integrated sustainability systems, including zero liquid discharge, water-based painting using dry booth technology, and waste management at source. Biodiversity considerations are also being embedded in the campus designing.

Our journey ahead is defined not by a single shift, but by continuous progress, strengthening how we innovate, operate, and contribute to society.

At the same time, our commitment of *Respect for People* remains central. Our infrastructure is designed to ensure high standards of health, safety, and well-being, while fostering diversity-friendly workplaces and enabling more inclusive culture.

Empowering the Value Chain and the Next Generation

We are committed to growing together, *leaving no one behind*. We are investing in upskilling our workforce to align with emerging technologies and evolving industry requirements. Building on initiatives such as the Toyota Technical Training Institute (TTTI) in Bidadi, we are planning a dedicated **Skill Development Park** in Bidkin Industrial Hub in Chhatrapati Sambhajinagar of Maharashtra **focusing on Skill-Body-Mind Academies**. This initiative aims to equip youth with advanced technical capabilities, strengthening employability and supporting India’s manufacturing ecosystem. At the same time, we are strengthening our valuechain by **localizing supply**

chains, reducing import dependency, and increasing exports to **position India as a growing global manufacturing and mobility hub**. Through this, we continue to contribute to the vision of Atmanirbhar Bharat while enabling partners to grow alongside us.

Intentional Community Impact

Our approach to growth is grounded in a deep understanding of community needs. A **comprehensive CSR needs assessment** conducted in the Paithan region near the Bidkin Industrial Hub in Chhatrapati Sambhajinagar of Maharashtra, has identified six priority areas: livelihood and migration, health and anemia, road safety, climate resilience, disability inclusion, and education.

These insights are shaping our **mid-term CSR roadmap for 2026-2030**. Early initiatives, including lake rejuvenation and school infrastructure development, are already underway, reflecting our commitment to creating meaningful and sustained impact.

The Year of Acceleration

As we enter our *Year of Acceleration*, our focus is to continue this Awesome journey by building on strong foundations and scaling responsibly. Our journey ahead is defined not by a single shift, but by continuous progress, strengthening how we innovate, operate, and contribute to society.

Through this, we remain committed to enabling **Progress That Powers Everyone**.



GRI Index

Toyota Kirloskar Motor Pvt. Ltd. (TKM) has reported the information cited in this GRI content index for the period 1st April 2025 to 31st March 2026 with reference to the GRI Standards.

GRI Standard	Disclosure	Location	Reference to BRSR
GRI 2: General Disclosures 2021	2-1 Organizational details	Back Cover Page	Section A; Q1-13
	2-2 Entities included in the organization's sustainability reporting	Page 4	Section A; Q13
	2-3 Reporting period, frequency and contact point	Page 4 Back Cover Page	Section A; Q1-13
	2-5 External assurance	Page 83	Covered throughout
	2-6 Activities, value chain and other business relationships	Covered throughout	Section A; Q14-17
	2-7 Employees	Page 38-39, 44-45	Section A; Q18, 20
	2-8 Workers who are not employees	Page 38-39, 44-45	Section A; Q18, 20
	2-9 Governance structure and composition	Page 72	Section A; Q19 Section B; Q8-9
	2-10 Nomination and selection of the highest governance body	Page 72	Section B; Q8-9
	2-11 Chair of the highest governance body	Page 72	Section B; Q8-9
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 11, 72	Section B; Q8-9
	2-13 Delegation of responsibility for managing impacts	Page 11, 72	
	2-14 Role of the highest governance body in sustainability reporting	Page 11	Section B; Q8-9
	2-15 Conflicts of interest	Page 70	Principle 1, LI-2
	2-16 Communication of critical concerns	Page 70-71	
	2-17 Collective knowledge of the highest governance body	Page 71	
	2-18 Evaluation of the performance of the highest governance body	Page 71	Principle 1, EI-1
	2-22 Statement on sustainable development strategy	Page 11	Section B; Q7
	2-23 Policy commitments	Covered throughout	Section B; Q1-7
	2-24 Embedding policy commitments	Covered throughout	Section B; Q1-7
	2-25 Processes to remediate negative impacts	Page 38-39, 44-45	
	2-26 Mechanisms for seeking advice and raising concerns	Page 38-39, 44-45	Section A; Q23 Principle 3, EI-6
	2-27 Compliance with laws and regulations	Page 70-74	Section B; Q10 Principle 6, EI-12
	2-28 Membership associations	Page 10	Principle 7, EI-1
	2-29 Approach to stakeholder engagement	Page 13, Covered throughout	Principle 4, EI1-2, LI-2
	2-30 Collective bargaining agreements	Page 39	Principle 3, EI-7
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 11-13	Section A; Q24
	3-2 List of material topics	Page 11-13	Section A; Q24
	3-3 Management of material topics	Page 11-13	Section A; Q24
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-2 Management of biodiversity impacts	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-3 Access and benefit-sharing	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-4 Identification of biodiversity impacts	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-5 Locations with biodiversity impacts	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-6 Direct drivers of biodiversity loss	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-7 Changes to the state of biodiversity	Page 34-35, 65	Principle 6, EI-10, LI-5
	101-8 Ecosystem services	Page 34-35, 65	Principle 6, EI-10, LI-5
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 74-77	
	201-3 Defined benefit plan obligations and other retirement plans	Page 38-39	Principle 3, EI-1-2
	201-4 Financial assistance received from government	Page 74-77	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 61-68	
	203-2 Significant indirect economic impacts	Page 61-68	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 75	Principle 8, EI-4
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 70-73	Principle 1, EI-4-5,7
	205-2 Communication and training about anti-corruption policies	Page 70-73	Principle 1, EI-4
	205-3 Confirmed incidents of corruption and actions taken	Page 70-73	Principle 1, EI-5
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 70-73	Principle 1, EI-7
GRI 207: Tax 2019	207-1 Approach to tax	Page 77	
	207-2 Tax governance, control, and risk management	Page 77	
	207-3 Stakeholder engagement and management of concerns related to tax	Page 77	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 32-33	
	301-2 Recycled input materials used	Page 32-33	Principle 2, LI-3
	301-3 Reclaimed products and their packaging materials	Page 32-33	Principle 2, EI-3, LI4-5



GRI Standard	Disclosure	Location	Reference to BRSR
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 23-25	Principle 6, EI-1, LI-1,6
	302-2 Energy consumption outside of the organization	Page 23-25	Principle 6, EI-1, LI-1,6
	302-3 Energy intensity	Page 23-25	Principle 6, EI-1
	302-5 Reductions in energy requirements of products and service	Page 23-25	Principle 6, EI-1, LI-6
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 30-31	Principle 6, EI-3, LI-2-3
	303-2 Management of water discharge-related impacts	Page 30-31	Principle 6, EI-3, LI-2-3
	303-3 Water withdrawal	Page 30-31	Principle 6, EI-3, LI-2-3
	303-4 Water discharge	Page 30-31	Principle 6, EI-3, LI-2-3
	303-5 Water consumption	Page 30-31	Principle 6, EI-3, LI-2-3
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 26-27	Principle 6, EI-6
	305-2 Energy indirect (Scope 2) GHG emissions	Page 26-27	Principle 6, EI-6
	305-3 Other indirect (Scope 3) GHG emissions	Page 26-27	Principle 6, LI-4
	305-4 GHG emissions intensity	Page 26-27	Principle 6, EI-6, LI-4
	305-5 Reduction of GHG emissions	Page 25-27	Principle 6, EI-6, LI-4, 6-7
	305-6 Emissions of ozone-depleting substances (ODS)	Page 36	Principle 6, EI-5
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 36	Principle 6, EI-5, LI-1,9
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 32-33	Principle 2, EL3-4, LI-4 Principle 6, EI-9
	306-2 Management of significant waste-related impacts	Page 32-33	Principle 2, EL3-4, LI-4 Principle 6, EI-9, LI-6
	306-3 Waste generated	Page 32-33	Principle 6, EI-8
	306-4 Waste diverted from disposal	Page 32-33	Principle 6, EI-8
	306-5 Waste directed to disposal	Page 32-33	Principle 6, EI-8
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 26, 56	Principle 2, EI-2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 38-39	Section A; Q20
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 38-39	Principle 3, EI-1,2, LI-1
	401-3 Parental leave	Page 38-39	Principle 3, EI-1
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 38-39	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 48-51	Principle 3, EI-10-12, 14-15, LI-3,6
	403-2 Hazard identification, risk assessment, and incident investigation	Page 48-51	Principle 3, EI-10-11
	403-3 Occupational health services	Page 48-51	Principle 3, EI-10-11
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 48-51	Principle 3, EI-10
	403-5 Worker training on occupational health and safety	Page 48-51	Principle 3, EI-8
	403-6 Promotion of worker health	Page 48-51	Principle 3, EI-10,12,15
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 48-51	Principle 3, EI-10,12,15, LI-6
	403-8 Workers covered by an occupational health and safety management system	Page 48-51	Principle 3, EI-10
	403-9 Work-related injuries	Page 48-51	Principle 3, EI-11
	403-10 Work-related ill health	Page 48-51	Principle 3, EI-11, LI-3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 40-41	Principle 3, EI-8
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 40-41	Principle 3, EI-8, LI-4
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 40-41	Principle 3, EI-9
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 44-45	Section A; Q18-19
	405-2 Ratio of basic salary and remuneration of women to men	Page 38, 44-45	Principle 5, EI-2-3
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 44-45	Principle 3, EI-15 Principle 5, EI-10, LI-5 Principle 6, EI-10, 12 Principle 7, EI-2 Principle 8, LI-1,5 Principle 9, EI-6-7
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 38-39	Principle 3, EI-7
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 61-68	Principle 6, EI-11 Principle 8, EI-1, LI-1-2, 6
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 61-68	Principle 8, LI-1
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 56	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 57-60	Principle 9, EI-6, LI-1-2, 4
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 57-60	Principle 9, EI-6
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 57-60	Principle 9, EI-1,6, LI-4
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 57-60	Principle 9, EI-6, LI-4
	417-3 Incidents of non-compliance concerning marketing communications	Page 57-60	Principle 9, EI-6
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 54-55	Principle 9, EI-3, 5-6, LI-5

Independent Assurance Statement



LRQA Independent Assurance Statement

Relating to Toyota Kirloskar Motor Private Limited’s Sustainability Report for the period 01 April 2025 to 31 March 2026

This Assurance Statement has been prepared for Toyota Kirloskar Motor Private Limited in accordance with our contract.

Terms of Engagement

LRQA Limited (LRQA) was commissioned by Toyota Kirloskar Motor Private Limited (TKM) to provide independent assurance on certain key environmental and social assertions (refer Annex 1 to this report) made in the TKM Sustainability Report provided by Toyota Kirloskar Motor Private Limited titled, “TKM Sustainability Report FY 2025-26” (“the Report”) for the period 01 April 2025 to 31 March 2026 against TKM’s own monitoring and measurement procedures. The verification was carried out to a “Reasonable” level of assurance, applying a 5% materiality threshold to all datasets except Scope 3. Scope 3 emissions were assessed to a “Limited” level of assurance with the same 5% materiality. LRQA’s verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered TKM’s operations and activities related to Bidadi manufacturing plant, regional offices (Manesar, Pune, Kolkata, Neemrana) and their supply chain:

- Verifying conformance with:
 - World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol¹: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD Protocol) for the GHG data read along with Technical Guidance for Calculating Scope 3 Emissions.
 - Global Reporting Initiative (GRI) Standards²
 - Toyota Motor Corporation (TMC) Standard Manual used as TKMs’ reporting methodologies for the data sets related to Fossil fuel usage, Grid electricity usage, GHG emissions, VOC emissions, Air emissions, Water consumption, Waste Disposal, Consumption of Paint and Steel, Biodiversity Initiatives, Employee diversity, benefits, training hours, and Occupational Health and Safety performance.
- Evaluating the accuracy and reliability of data and information mentioned in Annex 1 to this document:

The verification did not cover an assessment of materiality.

LRQA’s responsibility is only to TKM. LRQA disclaims any liability or responsibility to others as explained in the end footnote. TKM’s responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of TKM.

¹ <https://ghgprotocol.org/>

² <https://www.globalreporting.org/>



LRQA's Opinion

Based on LRQA's approach, we believe that TKM, has in all material respects, fairly disclosed the data in the Report as summarized in Table 1 and Table 2.

Based on LRQA's approach nothing has come to our attention that would cause us to believe that TKM has not, in all material respects disclosed accurate and reliable performance data and information assertions in Table 3.

Level of Assurance & Materiality

In accordance with our contract agreement, the assurance was conducted at a reasonable level at a materiality of 5% for all datasets and at a limited level of assurance for Scope 3 Categories using 5% materiality. The opinion expressed in this Assurance Statement has been accordingly formed. The verified datasets in the Environmental and Social sections of the sustainability report are provided with the denotation mark .

Note: The extent of evidence-gathering for a Reasonable assurance engagement is more than for a Limited assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a Reasonable assurance engagement is higher than the assurance that would have been obtained had a Limited assurance engagement been performed.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The verification involved visit to the manufacturing plant at Bidadi as well as through use of remote assessment techniques to verify sampled data.

The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Reviewing the data inventory presented by TKM covering their Energy consumption, GHG emissions from Scope 1, Scope 2 and Scope 3 sources, air emissions, emission reduction in logistics and supplier operations, VOC emissions, water consumption, Waste disposal, biodiversity initiatives, employee statistics, Training and OHS performance;
- Interviewing relevant employees of the organization responsible for managing the data and records; and
- Verifying historical data and records at an aggregated level for the period April 2025 to March 2026;
- Auditing TKM's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Analysing presented data including use of alternate calculations where needed;
- Verifying emission factors and conversion factors with referenced publications that included GHG Protocol, and IPCC³

Observations

Further observations and findings, made during the assurance engagement, are:

- Data management systems are considered to be well defined, and the implementation of the systems is satisfactory at site level.

³ <https://www.ipcc.ch/>



- The Bidadi plant sources its electricity from a combination of on-site solar generation, power purchased directly from renewable energy producers, and green tariffs from the grid. However, it cannot be confirmed if the external power producers have retained or retired the associated renewable energy credits.
- The energy consumption and GHG emissions reported at the Bidadi plant does not include the consumption by the Onsite suppliers, and Luxury Car assembly building
- The datasets regarding the Paint, steel and volatile organic compounds are estimated based on internal specifications of vehicle manufacturing and total vehicle production at the Bidadi Plant.
- Emission factor values used for Grid electricity, Diesel, Petrol, PNG and LPG are sourced from the TMC / TDEM DIRECTION (TMC EAD Toyota Environmental Data System (TED) Manual)
- Suppliers and dealers provided their energy consumption data to TKM; this data has not been fully verified.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021 Conformity assessment – Requirements for bodies providing audit and certification of management systems that are at least as demanding as the requirements of the International Standard on Quality Control and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent. LRQA was TKM's certification body for ISO 14001:2015.

We also provided TKM with a range of training services related to management systems and have also conducted a second party assessment at TKM dealers to environment criteria set by TKM. The assessments specified above together with the training, are the only work undertaken by LRQA for TKM and as such does not compromise our independence or impartiality.

Signed

Dated: 6 July 2026



Syju Alias
LRQA Lead Verifier

On behalf of LRQA Limited
LRQA reference: MUM00000877

LRQA Group Ltd, its affiliates and subsidiaries, and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

This Assurance Statement is only valid when published with the Report to which it refers. It may only be reproduced in its entirety.
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Annex 1

Table 1

Environmental Datasets 01 April 2025 to 31 March 2026		
Parameter	Unit	Value
GHG EMISSIONS		
Scope 1	tCO ₂ e	18,087.17
Scope 2	tCO ₂ e	347.14
Scope 1&2 intensity	tCO ₂ e/vehicle	0.05
GHG emissions avoided by Renewable energy usage	tCO ₂ e	85,162.63
NON- GHG EMISSIONS		
Stacks emissions SPM (Plant 1 and Plant 2)	MT/Annum	246.693
Stacks emissions SO ₂ (Plant 1 and Plant 2)	MT/Annum	0.076
Stacks emissions Nox (Plant 1 and Plant 2)	MT/Annum	0.406
Total Stack emissions CO (Plant 1 + Plant 2)	MT/Annum	0.764
Total Stack emission NMHC (Plant 1 + Plant 2)	MT/Annum	0.001
VOC emissions - Body	gm/m ²	36.15
VOC emissions - Bumper	gm/m ²	480.49
ENERGY CONSUMPTION		
Energy (Electricity and Natural gas) utilised in Production (Plant 1 & Plant 2)	GJ	664,982
Energy (Electricity and Natural gas) utilised in Non-Production (Plant 1 & Plant 2)	GJ	63,404
Energy intensity – Plant 1 (Electricity and Natural gas)	GJ/Vehicle	1.79
Energy intensity – Plant 2 (Electricity and Natural gas)	GJ/Vehicle	1.64
Biogas at Toyota Technical Training Institute (TTTI)	Tonnes	9.89
Natural Gas	1,000 SCM	8,131.05
Renewable energy at Bidadi (P1, P2 & non-production)	MWh	116,406
WATER		
Total Raw fresh water supplied to TKM	m ³	525,706
Total rain water supplied to TKM	m ³	72,242
Total Bore water supplied to TKM	m ³	13,565
Total MBR water	m ³	763,396
Water consumption per vehicle – Plant 1	m ³ /Vehicle	2.86
Water consumption per vehicle – Plant 2	m ³ /Vehicle	1.30
WASTE		
Total Waste generated	MT	50,141.41
Alternate fuel resource waste	MT	2,223.68
Hazardous waste generated	MT	3,498.80
Other waste generated	MT	46,642.61
Total waste Intensity – Plant 1	Kg/Vehicle	5.82
Total waste Intensity – Plant 2	Kg/Vehicle	5.44



Steel scrap repurposed into production	MT	10,812
MATERIAL		
Paint Intensity	Kg/Vehicle	21.82
Steel consumption	Tonnes	98,987.80
Per vehicle steel consumption - Hycross	Kg/Vehicle	257.69
Per vehicle steel consumption - Crysta	Kg/Vehicle	408.68
Per vehicle steel consumption - Fortuner	Kg/Vehicle	384.58
Per vehicle steel consumption - Hyryder	Kg/Vehicle	110.76
Steel yield ratio - Hycross	%	70.13
Steel yield ratio - Crysta	%	69.19
Steel yield ratio - Fortuner	%	65.35
Steel yield ratio - Hyryder	%	60.12
BIODIVERSITY		
Carbon Sequestered till date ⁴	tCO ₂ e	8,118
Floral species	Nos.	790
Faunal species	Nos.	490
Total area covered with vegetation in TKM	Acre	113
School children trained in ecozone	Nos.	10,095
Cumulative number of students trained at ecozone	Nos.	62,729

Table 2

Social Datasets 01 April 2025 to 31 March 2026		
Parameter	Unit	Value
EMPLOYEE ENGAGEMENT		
Number of members visited as part of family visit	Number	563
Number of High value suggestions submitted	Number	113
Number of employees participated in TKM Got Talent	Number	293
EMPLOYEE DIVERSITY		
Permanent employees	Number	6,662
Other-than-permanent employees (including expats)	Number	6,260
New permanent hires (excluding fixed-term, excluding expats)	Number	726
Fixed-term hires	Number	7,420
Employee exits	Number	119
Permanent workforce under collective bargaining	%	47.65
Eligible workmen covered under collective bargaining	%	100
Total number of women workforce in TKM	Number	855
Total number of women working in the shopfloor	Number	617
Total Women permanent employees	Number	259

⁴ This estimate of Carbon sequestration is made by third party expert.



EMPLOYEE TRAINING & DEVELOPMENT		
Hours of training delivered	Hours	581,258
Average training hours per employee	Hours	87.25
Amount spent on external training (Fees)	INR	6,253,975
Number of employees attained global training exposure	Number	58
Apprentices sent to Japan for training	Number	98
Institutes connected in Maharashtra & Karnataka	Number	122
OCCUPATIONAL SAFETY		
Rate of recordable work-related injuries (1 million hours base)	Ratio	0.24
Total members trained in Height Work	Number	2,685
Total members trained in Hot Work	Number	1,606
Total members trained in Firefighting	Number	164
Members trained in LOTO	Number	1,202
Members trained in General safety Induction	Number	7,234
OCCUPATIONAL HEALTH		
Number of participants in Stepathon	Number	1,287

Table 3

Indirect GHG emissions for 01 April 2025 to 31 March 2026		
Parameter	Unit	Value
Scope 3 GHG Emissions		
Category 1: Purchased goods & services	tCO ₂ e	86,500.31
Category 4: Upstream Logistics	tCO ₂ e	204,616.02
Category 9: Downstream Logistics	tCO ₂ e	203,780.43
Category 14: Franchises (dealerships)	tCO ₂ e	53,221.38
GHG emissions avoided due to TKM Hybrid vehicles sold in FY 2025-26 ⁵	Million kgCO ₂ e	43.71
GHG emissions avoided due to TKM Hybrid vehicles sold from the start of Hybrid vehicles	Million kgCO ₂ e	293.90

⁵ Estimation of avoided GHG emissions is in comparison with that of the Internal combustion engine (ICE) vehicles of TKM



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